



*GLOBAL  
CITIZENSHIP  
REPORT  
2013*



Citi is the global bank. Wherever people have good ideas, we are there to support them. For more than 200 years, we have empowered customers to make a difference, catalyzing change for the better in more than 1,000 cities across 160 countries.

An engine room that powers the world's economy, we provide consumers, corporations, governments and other institutions with a wide range of dependable and innovative financial products and services. These include consumer banking and credit, corporate and investment banking, securities brokerage, transaction services and wealth management.

Citi's people-centered, global business model is underpinned by our principles—common purpose, Responsible Finance,

ingenuity and leadership. A strong and longstanding commitment to corporate citizenship is embedded in our culture, operations and business model.

This responsible approach to business is reflected in how people see us. In 2013 the Dow Jones Sustainability Index (DJSI) listed Citi as the top financial services company in both the DJSI World and DJSI North America indices. We have been featured in both DJSI indices since 2001 and in the FTSE4Good Index since 2002.

**About this Report**

We report annually on our citizenship performance. This report covers our fiscal year 2013, which coincides with the calendar year. In addition to our 2013 performance, we highlight our progress over time, including both global and regional data where possible. All reporting and performance data is limited to information on the owned and operated facilities of Citigroup Inc. and its subsidiaries, unless stated otherwise. This reporting supplements information published in our 2013 Annual Report.

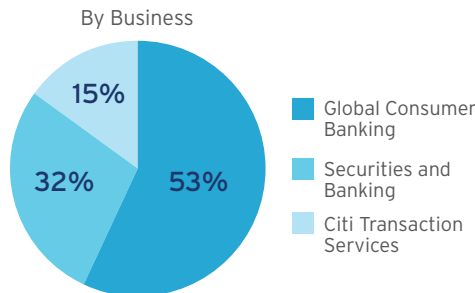
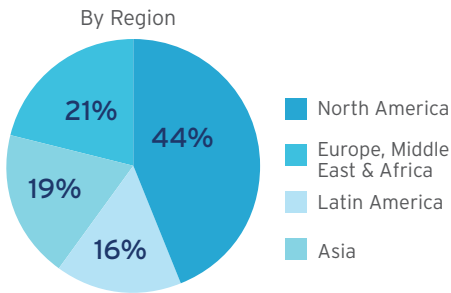
Numerous Citi country offices also publish local reports on their citizenship efforts. You can find an archive of these on our Global Citizenship website.

For more information on the citizenship initiatives described here and how Citi empowers progress makers around the world, please visit our website or contact:

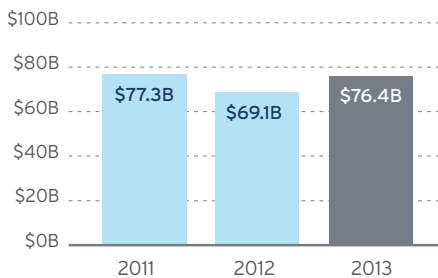
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**Citicorp Revenue**

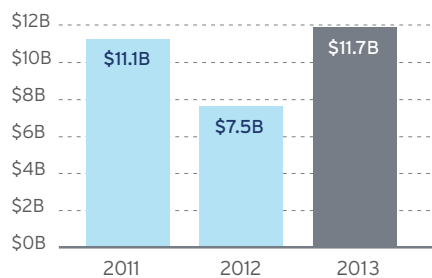
2013 Revenues: \$76.4B



**Citigroup Net Revenues**



**Citigroup Net Income**





# 2013 GLOBAL CITIZENSHIP REPORT

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# LETTER FROM CEO MIKE CORBAT



Great ideas are born from the ability to see challenges as opportunities, a desire to affect change, and a vision for the future. As a global leader in financial services, we at Citi have matched our passion to meet the world's toughest challenges with support for clients on their road from ambition to achievement. As globalization, urbanization, and digitization reshape society, financial services that enable progress for individuals, families, and communities have never been more important.

In this time of rapid change, corporate citizenship remains tightly linked to our business strategy. We focus our citizenship efforts on the three areas where we can achieve the greatest impact: promoting financial inclusion and economic empowerment, advancing environmental sustainability, and valuing our people. And we're pleased that others are noticing. Citi was named the 2013 Diversified Financials Industry Group Leader in the Dow Jones Sustainability Index, a rating of companies based on criteria ranging from corporate governance practices to community impact.

That recognition was a welcome cap to a very productive year. In 2013 we:

- » Continued our support of microfinance around the world to achieve greater financial inclusion. As part of a partnership with the U.S. Overseas Private Investment Corporation begun in 2007, Citi and OPIC have invested \$365 million to fund 40 microfinance institutions in 22 countries, reaching more than 975,000 borrowers.
- » For our commitment to the global green economy, we surpassed—three years early—our 10-year goal to invest \$50 billion in activities that mitigate climate change.
- » And with respect to our ongoing commitment to creating a diverse and inclusive workforce, we supported 92 employee networks—up from 74 in 2012—with roughly 14,000 members across 35 global locations.

But we also faced a number of challenges, including the recent discovery of ethical failures that have jeopardized our credibility, the currency that allows us to meet our goals. In 2014, we are launching a comprehensive program—one that includes improved training and a continued focus on responsible finance—to support and enhance the institutional values that have served this company so well for more than 200 years.

This report outlines many additional challenges and how we continue to dialogue with our various stakeholders to work toward resolutions. For instance, our participation in the United Nations Global Compact reinforces our commitment to being a good corporate citizen by binding signatories from around the world to the same principles of responsibility.

All of our achievements would not be possible without the dedication of our employees—nearly 250,000 across 160 countries. Our global workforce provides creative and innovative ideas and solutions to clients to enable progress. Our people have embraced our corporate citizenship efforts and we could not succeed without their tireless commitment. Together, we will harness the power of our global network in support of the customers, clients, and communities we serve.

A handwritten signature in black ink that reads "Michael S. Corbat". The signature is written in a cursive, flowing style.

**Mike Corbat**  
Chief Executive Officer, Citigroup

# LETTER FROM PAMELA FLAHERTY AND BOB ANNIBALE



Citi seeks to bring value to both shareholders and society. Across 160 countries, we provide unmatched financial expertise, products and services to empower customers, clients and communities to make progress.

Corporate citizenship—our efforts to make a positive impact on the communities where we work and live—drives and complements our business. It helps us find new ways to empower society's progress makers and open doors for the unbanked. Our citizenship efforts, described in detail in this report, focus on where we can have greatest impact: Promoting Financial Inclusion and Economic Progress, Advancing Environmental Sustainability and Valuing Our Employees.

Thought leadership and the testing and sharing of successful new approaches are pivotal to our citizenship agenda. In 2013 Citi contributed \$66 million toward community development programs. Our investment in industry-leading microfinance and community development business initiatives acts as an engine of economic and social progress. We also invest significant time and resources in measuring the impact of our programs, so that we can focus on scaling what works.

In addition to Citi's Citizenship approach, the Citi Foundation invested \$78 million in 2013. The Foundation's giving also helps to implement microfinance and community development initiatives through innovative and strategic partnerships, working with nonprofits, small business associations, local governments, microfinance institutions, local banks, multinational agencies, investors and technology providers.

## *PROMOTING FINANCIAL INCLUSION AND ECONOMIC PROGRESS*

Our efforts to bring millions more people into the financial mainstream and to support affordable housing and small businesses serve the needs of both shareholders and society. In 2013, we

continued to expand our microfinance lending and community development initiatives. Highlights included a \$15 million financing partnership that will support more than 5,000 new micro-enterprises in Ecuador and a \$10 million joint loan with Overseas Private Investment Corporation (OPIC) to the Bank of Georgia to grow its microfinance portfolio in the eastern European republic. We also introduced an award-winning innovative mobile payment solution in the Dominican Republic that makes it possible for unbanked small businesses to replace cash payments with mobile transactions.

In the U.S., we surpassed our commitment to lend \$24 billion to small businesses across the country from 2011 through 2013. For the fourth consecutive year, Citi was the nation's top affordable housing lender. Citi Community Capital financed more than 20,000 housing units for families, the elderly and veterans. In addition, Citi Community Development partnered with municipalities and community organizations to develop groundbreaking scalable programs that address some of the most complex challenges facing small businesses and low- and moderate-income communities. This includes an initiative with the City of Los Angeles to certify, train, and empower the city's minority-owned small businesses to compete for significant city procurement contracts.

The Citi Foundation was again at the forefront of thought leadership in 2013 as the lead partner in the Financial Inclusion 2020 (FI2020) campaign, a new global initiative that brings together a diverse group of businesses, NGOs and regulators. FI2020 seeks to expand financial inclusion to the world's 2.5 billion unbanked people by capitalizing on technology and innovation.

*ADVANCING ENVIRONMENTAL  
SUSTAINABILITY*

As a responsible business, we seek to use our expertise and global reach to support environmentally sustainable growth. We engage and inform our stakeholders in these efforts, which go beyond managing reputational or financial risk, seeking to maintain the natural resources essential to continued global progress.

Citi's environmental sustainability focus includes reducing the environmental footprint of our business, managing the environmental and social risk of our financing according to the highest international standards and providing financing to initiatives that are environmentally beneficial. 2013 was a milestone year in all three areas. We surpassed, three years early, our 10-year goal to invest \$50 billion in activities that mitigate climate change and exceeded our 2015 operational environmental performance goals for greenhouse gas emissions and waste. We also played a key role in updating and expanding the Equator Principles, the leading global framework for managing environmental and social risks in project finance.

*VALUING OUR EMPLOYEES*

The progress makers Citi supports include our own employees. By building a diverse workforce and investing in our people, we enable them, in turn, to better serve our customers, clients and communities. In 2013, Citi's CEO Mike Corbat made diversity a priority, introducing a recruitment scorecard to track consideration of female and minority candidates for senior management positions. Recognition for Citi's commitment to diversity included placement in the 2013 Stonewall Workplace Equality Index Top 100 Employers, the United Kingdom's most prominent benchmark and accolade for LGBT-inclusive employers. During the year, over 15,000 employees across 55 countries took advantage of expanded options to work flexibly.

We will continue to build our global corporate citizenship efforts in these three strategic areas through 2014 and beyond. When people make progress, so does Citi.



**Pamela Flaherty**  
Director of Corporate Citizenship,  
President and CEO of the Citi Foundation



**Bob Annibale**  
Global Director, Citi Microfinance  
and Citi Community Development

# OUR CITIZENSHIP APPROACH

Citizenship at Citi is part of our business model. All our efforts are targeted at a simple, powerful goal: enabling people to make a difference in their lives, businesses and communities. This goal includes financing social and environmental as well as economic progress.

Corporate citizenship is a unifying theme across our business operations and global locations. Our approach is rooted in our commitment to Responsible Finance—business conduct that is transparent, prudent and dependable. In pursuing our citizenship agenda, we consider the viewpoints of our stakeholders, the lessons of Citi's experiences and the risks and opportunities of our global business.

## Enabling Progress through Citizenship

Our citizenship policies, programs and initiatives focus on three areas where we believe we can make the greatest impact for good.

**Promoting Financial Inclusion and Economic Progress:** We look to provide financial opportunities, access, knowledge and support for underserved communities and individuals worldwide. We strive to treat our customers fairly and support them in times of financial difficulty, as embodied in our commitment to Responsible Finance.

**Advancing Environmental Sustainability:** We use our global reach and our products and services to advance local environmental and sustainable solutions. We strive to lead our industry in environmental performance—reducing our operational impacts, developing and implementing standards to manage the environmental and social risks of banking activity, and mitigating climate change through environmental finance.

**Valuing Our Employees:** We develop and support the people who make all our work possible. Providing opportunities for our global and diverse talent base to succeed is a top priority, as is the recruitment and retention of diverse and engaged teams around the world.

We support our citizenship focus areas with our products and services, and through lending, investing and the expertise of our people. The Citi Foundation's strategic giving complements these efforts.

## Measuring Performance

We measure our performance in these citizenship priority areas and report comparative data to show progress and impact over time. This year we are including both global and, where available, regional data. Our reporting closely aligns with the Global Reporting Initiative (GRI) G3.1 Guidelines, a widely recognized standard for best practice in corporate citizenship reporting. The structure and transparency of this report reflect the GRI

Framework. Based on an internal review, Citi determines this to be a B-level report against the GRI G3.1 Guidelines. We aim to report to GRI's new G4 level in 2015.

## Stakeholder Engagement

We engage regularly with diverse stakeholders as we evolve our citizenship agenda, sharing information, listening to ideas and concerns and refining our policies and practices. Our stakeholders represent customers, corporate clients, investors, employees, regulators, communities, nonprofit organizations and suppliers. Our engagement with all these groups is ongoing, open and transparent. Our stakeholder-specific approaches, challenges and some 2013 highlights are described in the appendix.

# ENABLING PROGRESS MAKERS

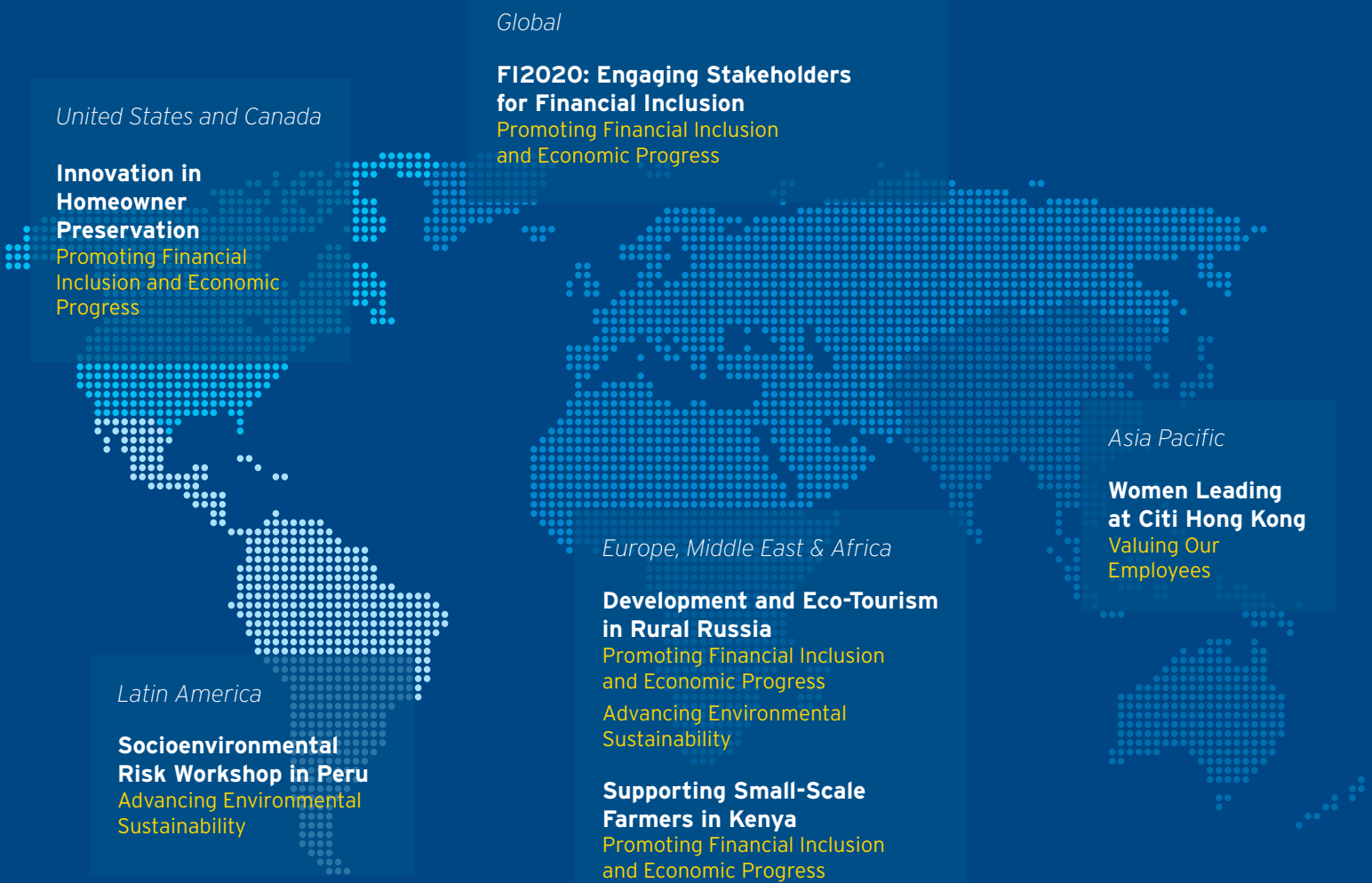
**Progress makers** are the individuals, organizations and community groups that turn to Citi for help in transforming their ideas and dreams into reality. They are the focus and the future of our business.

These people and organizations tend to have common characteristics that drive their efforts to make a difference. They believe that tomorrow will be better than today and can see just how to get there. Making the future a better place for others pushes them to work harder and take risks. They act locally,

but think globally, looking beyond their borders for the ideas and the know-how to move ahead.

Clients, consumers, community groups, partner organizations and Citi employees can all be progress makers. Our role is to provide the financing and the expertise to enable their efforts

to drive economic, social and environmental progress. We deploy over 200 years of experience and perspectives from our presence in more than 1,000 cities, as we engage and empower progress makers around the world.





# PROMOTING FINANCIAL INCLUSION AND ECONOMIC PROGRESS

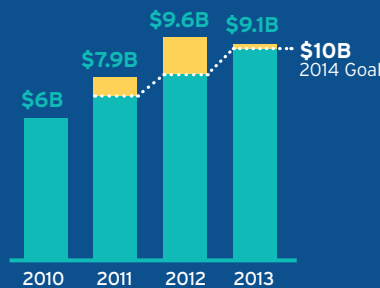
Supporting economic development and standing up for Responsible Finance are critical to our business. Roughly 2.5 billion people globally cannot make progress because they are unconnected to financial markets. As we help include more people in these markets, we remain committed to Citi clients across 160 countries and offer support in times of financial difficulty. This report covers our commitment to promoting financial inclusion and economic progress in *Strengthening Communities* and *Supporting Clients*.

## Achievements

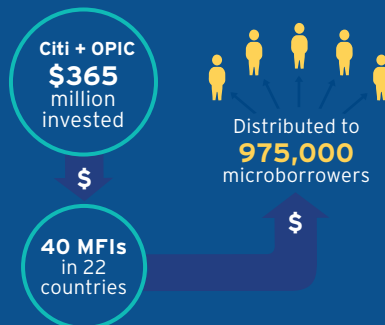
- Citi invested \$66 million in community development to promote financial inclusion.
- More than 66,000 Citi volunteers in 473 cities and 95 countries volunteered for over 325,000 hours on Global Community Day.
- Citi Community Capital lent and invested nearly \$4.35 billion in affordable housing, education, healthcare and small business activities across 144 U.S. cities.
- Citi Community Development provided over \$22 million to support innovative and scalable programs in the U.S. that address the needs of low- and moderate-income communities, including over \$2.9 million on collaborations with municipalities to expand financial inclusion and access to capital.
- Completed the largest-ever purchase of non-performing mortgage notes by a U.S. nonprofit from a financial institution.
- Recognized as a top performer (for the fifth consecutive year) in the U.S. federal Home Affordable Modification Program.
- In addition to Citi's Citizenship efforts, the Citi Foundation donated \$78 million in 87 countries, enabling 1.3 million people to make progress toward financial inclusion and economic progress.

### SMALL BUSINESS LENDING IN THE U.S.

Our goal was to lend \$24 billion to small business from 2011 through 2013. **We surpassed this goal by \$2.6 billion.**

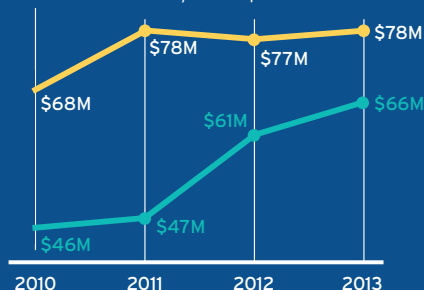


### MICROFINANCE INVESTMENTS WITH OPIC



### ANNUAL STRATEGIC GIVING

In 2013, strategic giving by both Citi and the Citi Foundation increased. **Citi corporate contributions** include Citi Community Development investments.



## Challenges

- Further expanding microfinance opportunities across the world.
- Continuing to improve opportunities for small businesses to create jobs in a difficult economic environment.
- Broadening access to financial services globally and improving understanding of their appropriate uses.
- Promoting responsible use of our credit cards as a tool to improve family finances.
- Ensuring personal information remains private and secure, maintaining consumer trust.
- Continuing to support affordable homeownership in a difficult economic climate.

# ADVANCING ENVIRONMENTAL SUSTAINABILITY

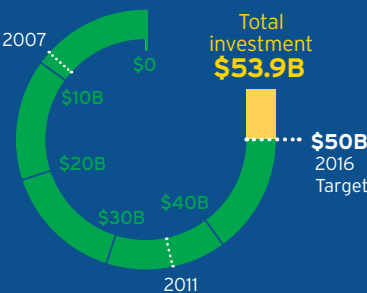
As the world's bank, we hope to leverage the global reach of our business to help bring environmental and sustainable solutions to scale. We do this by a three-pronged approach: reducing our operational impacts, managing the environmental and social risks of our banking activity, and facilitating investment in projects and technologies that will help mitigate climate change. Our work in advancing environmental sustainability can be found in *Environmental Sustainability*.

## Achievements

- Surpassed, three years early, our 10-year goal to invest \$50 billion in activities that mitigate climate change.
- Completed a new Energy and Power Framework to responsibly guide our energy and power financing.
- Exceeded, two years early, our 2015 Operational Environmental performance goals for greenhouse gas emissions and waste.
- Ranked as the World's Greenest Bank by *Bloomberg Markets* magazine and the Sector Leader for Diversified Financials in the Dow Jones Sustainability Index.
- Launched 13 new Citi green teams, reaching a total of 18 around the world.

### CLEAN ENERGY INVESTMENTS

In 2013 we surpassed our \$50B 2016 investment target by \$3.9 billion.

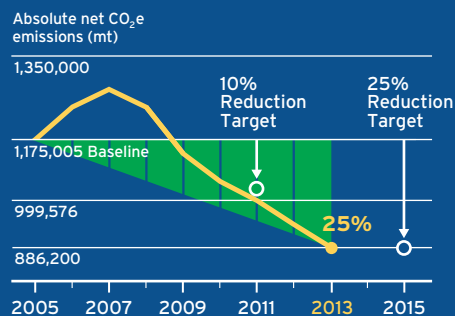


### ENVIRONMENTAL AND SOCIAL RISK MANAGEMENT TRANSACTION REVIEWS



### GREENHOUSE GASES

We reached our GHG goal **two years early**.



## Challenges

- Navigating frequent changes in financial regulations, which require ongoing adjustments to the way we do business, including environmental finance initiatives.
- Coordinating operational efficiency improvements across thousands of locations around the world.
- Developing a global framework for energy and power financing that outlines our vision and values in these sectors, while being sensitive to the different development journeys of the roughly 160 countries where Citi operates.

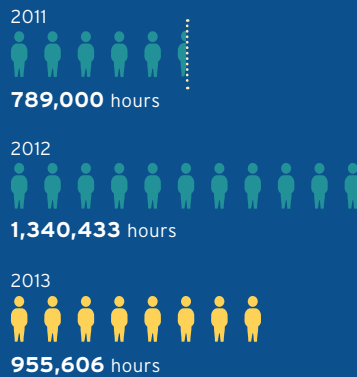
# VALUING OUR EMPLOYEES

For over 200 years, Citi has helped our employees reach their full potential. Citi is proud to provide an environment to develop and succeed for our global workforce. Through recruitment, development and retention of diverse and engaged teams around the world, we invest in people who understand the needs of our global client base. More information on how Citi men and women enable others around the world to make progress can be found in *Our People*.

## Achievements

- Supported 92 employee networks, up from 74 in 2012, with around 14,000 members across 35 global locations.
- Enabled 15,000 employees across 55 countries to have formal flexible working plans.
- Exceeded our goal of leadership training for 38,000 managers worldwide over four years.
- Reached a record 74 percent satisfaction score among employees, based on 88 percent participation in our annual global survey.

### CITI VOLUNTEERING



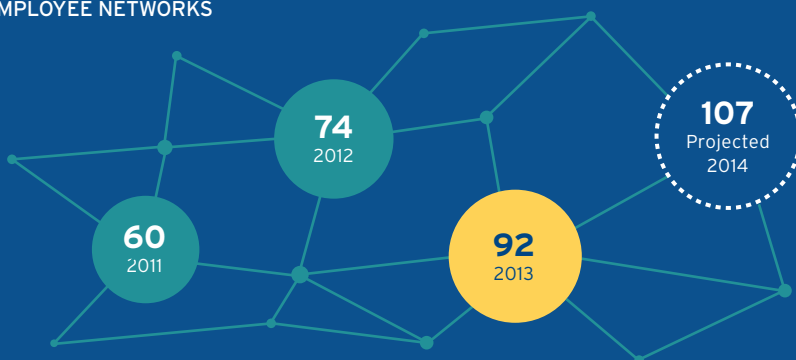
### GLOBAL TRAINING HOURS PER EMPLOYEE



## Challenges

- Retaining diverse employees at senior levels.
- Balancing respect for local customs, values and legislation with our social goals and diversity policies can be challenge in some countries.

### EMPLOYEE NETWORKS



# PERFORMANCE HIGHLIGHTS

## Strengthening Communities

### Citi Foundation 2013

Focus	Investment	People Served*
Financial Capability and Asset Building	\$25,000,150	760,000
Microfinance and Community Development Finance	\$10,417,000	130,000
Enterprise Development	\$11,488,000	70,000
College Success	\$8,324,000	120,000
Youth Economic Opportunities	\$6,984,000	110,000
Neighborhood Revitalization	\$13,624,000	110,000
Disaster Response	\$700,000	N/A
Other	\$1,725,000	N/A
<b>Total</b>	<b>\$78,262,150</b>	<b>1,300,000</b>

\* projections

### U.S. Diverse Supplier Spend

Year	Diverse Spend (in millions)
2008	\$973
2009	\$928
2010	\$542
2011	\$426
2012	\$626
2013	\$758

In 2013, diverse supplier spending increased by 21 percent since 2012.

### Global Microfinance

\$365 million provided by Citi and the Overseas Private Investment Corporation (OPIC).

40 microfinance institutions funded in 22 countries.

Small loans provided to more than 975,000 borrowers.

91% of microloans made to women.

## Supporting Clients

### Consumer Satisfaction

In 2013, Citi ranked either first or second in the industry rankings for Retail Bank or Credit Cards in 16 of our 23 priority markets globally.

### Supporting Small Businesses

In 2013, we served the needs of more than 100,000 small to medium-sized enterprises across 30 countries.

### Preserving Homeownership and Affordable Housing

In 2013, Citi processed \$58 billion in U.S. mortgage originations, serving the needs of homeowners.

## Environmental Sustainability

### Citi's Operational Footprint

	Baseline 2005	2009	2010	2011	2012	2013
Rentable Sq. Ft. (RSF)	74,065,273	73,265,630	71,236,011	69,647,300	68,171,835	64,057,480
Seats	388,706	407,931	385,588	372,631	376,819	364,662
Headcount	380,951	385,031	382,366	389,398	332,494	251,381
<b>Absolute Indicators</b>	<b>Baseline 2005</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>
Electricity (GWh)	2,139	2,265	2,114	2,071	2,028	1,899
District Heating (Steam & Chilled Water)	87	82	83	69	72	70
Energy Purchased (GWh) Scope 2	2,226	2,346	2,196	2,140	2,099	1,969
Natural Gas (GWh)	193	185	175	161	134	135
Fuel Oil (GWh)	52	70	52	43	57	41
Energy Consumed (GWh) Scope 1	245	255	227	204	191	175
<b>Total Energy (GWh)</b>	<b>2,471</b>	<b>2,601</b>	<b>2,423</b>	<b>2,344</b>	<b>2,290</b>	<b>2,145</b>
<b>CO<sub>2</sub>e Emissions</b>	<b>Baseline 2005</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>
Direct CO <sub>2</sub> e (GHG Scope 1) (Gas & Fuel Oil)	48,364	51,474	45,184	40,257	38,924	37,602
Indirect CO <sub>2</sub> e (GHG Scope 2) (Electricity, Steam & Chilled Water)	1,132,595	1,107,368	1,041,691	1,016,201	1,001,661	950,239
<b>Total CO<sub>2</sub>e (mt)</b>	<b>1,180,958</b>	<b>1,158,842</b>	<b>1,086,875</b>	<b>1,056,458</b>	<b>1,040,585</b>	<b>987,842</b>
Green Power Offsets (CO <sub>2</sub> e)	5,953	47,309	42,084	56,882	98,450	101,642
<b>Net CO<sub>2</sub>e (mt)</b>	<b>1,175,005</b>	<b>1,111,533</b>	<b>1,044,791</b>	<b>999,576</b>	<b>942,135</b>	<b>886,200</b>
<b>Water and Waste</b>	<b>Baseline 2005</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>
<b>Total Water Consumption (m<sup>3</sup>)</b>	<b>7,441,822</b>	<b>7,563,117</b>	<b>6,873,625</b>	<b>6,897,484</b>	<b>7,169,283</b>	<b>6,762,316</b>
Waste Diverted from Landfill (mt)	15,294	18,626	18,576	18,852	16,231	18,382
Waste Stream to Landfill (mt)	65,458	58,331	50,184	46,562	44,030	41,725
<b>Total Waste (mt)</b>	<b>80,752</b>	<b>76,957</b>	<b>68,760</b>	<b>65,414</b>	<b>60,260</b>	<b>60,107</b>
<b>Relative Indicators</b>	<b>Baseline 2005</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>
<b>Total Energy Consumed</b>						
KWh / RSF	33	36	34	34	34	33
KWh / Seat	6,356	6,377	6,285	6,290	6,077	5,881
KWh / Headcount	6,486	6,756	6,338	6,019	6,887	8,531
<b>Net CO<sub>2</sub>e</b>						
Metric Tons / RSF	0.0159	0.0158	0.0153	0.0152	0.0153	0.0154
Metric Tons / Seat	3.04	2.84	2.82	2.84	2.76	2.71
Metric Tons / Headcount	3.10	3.01	2.84	2.71	3.13	3.93

### Scope 3 Emissions

	Baseline 2005	2009	2010	2011	2012	2013
Business Air Travel CO <sub>2</sub> e (mt)	N/A	87,000	100,243	119,179	123,302	150,967
Business Train Travel CO <sub>2</sub> e (mt)	N/A	N/A	N/A	N/A	N/A	5,335
<b>Thermal Power Plant Emissions</b>						
30-year Plant Life CO <sub>2</sub> (mmt)	N/A	8.7	0	7.4	0	9.7
60-year Plant Life CO <sub>2</sub> (mmt)	N/A	17.4	0	14.8	0	19.4

## Environmental Sustainability continued

### LEED Certification by Region and Level Achieved

	Certified	Silver	Gold	Platinum	Total
Asia Pacific	5	7	23	2	37
EMEA	2	6	5	3	16
North America	110	19	29	1	159
Latin America	2	0	1	0	3
<b>Total</b>	<b>120</b>	<b>32</b>	<b>58</b>	<b>6</b>	<b>215</b>

### \$50 Billion Climate Initiative

Cumulative total directed to \$50B target

Year	Total
May 2007 Baseline	\$9.40B
2007	\$5.48B
2008	\$4.29B
2009	\$5.11B
2010	\$5.66B
2011	\$6.43B
2012	\$8.02B
2013	\$8.78B
<b>Total</b>	<b>\$53.85B</b>

### 2013 Technology Mix

Breakdown of 2013 investments and financing towards the \$50B Climate Initiative

Category	Total Amount	% of Total
Solar	\$2.31B	26
Wind	\$1.21B	14
Energy Efficiency	\$1.36B	15
Carbon / RECs	\$.04B	5
Other	\$3.5B	40

### Leadership in Energy and Environmental Design (LEED®)

Building Type	2008	2009	2010	2011	2012	2013
Data Centers	2	2	0	0	0	1
DC File Storage	0	2	0	0	0	0
Office Buildings	3	14	4	13	10	12
Operations Centers	0	3	2	0	2	0
Branches	30	53	15	14	29	2
<b>Total</b>	<b>35</b>	<b>74</b>	<b>21</b>	<b>27</b>	<b>41</b>	<b>15</b>
<b>Cumulative Total</b>	<b>37</b>	<b>111</b>	<b>132</b>	<b>159</b>	<b>200</b>	<b>215</b>

We are restating the LEED project count from previous years based on revisions completed on our records.

### ESRM Employee Training

Year	# of Employees Trained in Citi's ESRM Standard
2010	210
2011	168
2012	447
2013	504

## Our People

### U.S. Workforce

Citigroup's total U.S. workforce has decreased 15.4% since 2009. The overall representation of U.S. female employees declined by 2% and the representation of minorities by 1% during this period.

Citi's minority management population (covering executives, senior managers, first line managers and mid-level managers) has increased steadily, by 9.4% since 2009. The percentage of female minority management employees rose by 4.1% between 2009 and 2012 and remains flat in 2013.

### Global Female Workforce

Citi's global female representation fell from 55 percent at the beginning of 2009 to 53 percent in December 2011 and has remained stable at 53 percent through December 2013.

## Our People continued

### Diversity

FY2013 Consolidated Employer Information Report (EEO-1)\*

Job Categories	Gender	White	Black	Hispanic	Asian	Native Hawaiian or Other Pacific Islander	Native American	Multiracial	Total by Gender	Total
Executive/senior managers	Male	33	2	3	3	0	0	0	41	53
	Female	11	0	1	0	0	0	0	12	
First/Mid-level managers	Male	6,691	482	986	1,657	8	17	18	9,859	17,515
	Female	4,933	755	976	939	7	25	21	7,656	
Professionals	Male	7,967	705	1,321	2,946	19	32	49	13,039	22,324
	Female	5,346	982	1,221	1,664	10	26	36	9,285	
Technicians	Male	1,195	206	262	276	2	8	11	1,960	3,606
	Female	980	234	226	188	4	5	9	1,646	
Sales workers	Male	2,904	415	910	621	17	15	22	4,904	11,407
	Female	3,567	866	1,319	661	27	27	36	6,503	
Administrative support	Male	4,396	1,433	1,678	555	24	27	49	8,162	31,144
	Female	12,159	4,896	4,313	1,336	35	109	134	22,982	
Craft workers	Male	1	5	1	3	0	0	0	10	11
	Female	0	1	0	0	0	0	0	1	
Operatives	Male	111	75	36	44	0	0	0	266	476
	Female	78	47	17	65	0	1	2	210	
Totals	Male	23,298	3,323	5,197	6,105	70	99	149	38,241	86,536
	Female	27,074	7,781	8,073	4,853	84	192	238	48,295	

\*Data as of July 2013

### Global Employee Training by Region 2013

Region	Hours per Employee
Asia Pacific	48
Europe, Middle East & Africa	28
Latin America	45
North America	48

### Sum of Training Hours

	2010	2011	2012	2013
Instructor-Led	5.5M	6.0M	5.2M	5.8M
Web-Based Learning	3.2M	3.9M	5.3M	5.1M
Other	0.16M	0.20M	0.16M	0.23M
<b>Total</b>	<b>8.9M</b>	<b>10.1M</b>	<b>10.6M</b>	<b>11.2M</b>
Avg. Hours per Employee	34.5	38	40	44

### Voice of the Employee Survey



98% of Citi employees took advantage of training opportunities in 2013.

Citi invested approximately \$189 million\* in learning and development in 2013.

\*Includes vendor and human capital spend

#### ETHICS

Launched an  
**updated Code  
of Conduct**  
for all employees

#### HUMAN RIGHTS

Worked to  
**expand our  
Human Rights  
Statement**  
to cover a wider range  
of issues

#### ENGAGING SHAREHOLDERS

**Incorporated  
shareholder  
feedback**  
in our executive  
compensation policy

# CORPORATE GOVERNANCE, ETHICS AND GOVERNMENT RELATIONS

To succeed, Citi needs to maintain the confidence of the people, companies and global communities we enable to make progress. We continue to hold ourselves to the highest ethical standards, meeting the legal and regulatory requirements of every country in which we operate. We strive to be accurate, transparent and accountable in our dealings with customers, regulators, communities, investors, partners and other stakeholders around the world.

## Corporate Governance

### Board Composition

Citi has a truly global reach, with markets covering more than 1,000 cities and across 160 countries. And diversity is among the critical factors that the Nomination, Governance and Public Affairs Committee considers when evaluating the composition of the board. For Citi, diversity includes race, ethnicity, gender, geography and perspectives. Included in the qualifications for directors listed in the company's Corporate Governance Guidelines is "whether the candidate has special skills, expertise and background that would complement the attributes of the existing directors, taking into consideration the diverse communities and geographies in which the Company operates."

As of December 31, 2013, the Citi Board of Directors comprised 14 members, including leaders in government, financial services, U.S. and non-U.S. businesses, academia and the nonprofit sector. Citi has made progress in creating a more inclusive board. Three of our board members are women and two are from ethnic minorities. In 2013, the Women's Forum of New York recognized Citi for the percentage of women on our Board of Directors.



Eighty-five percent of our Board is independent, exceeding the New York Stock Exchange requirements and our own Corporate Governance Guidelines, which mandate that at least two-thirds of directors be independent. In 2013, the Citi Board of Directors added three new members. For more information see our 2013 proxy statement. Five standing committees make up our Board: the Audit Committee; Executive Committee; Nomination, Governance and Public Affairs Committee; Personnel and Compensation Committee; and Risk Management and Finance Committee. All but the Executive Committee have a charter that details the mission, duties and membership qualifications for each of their members. Charters for each committee are available on Citi's website.

### Executive Compensation

In 2012, Citi established guiding principles on executive pay in response to our 2012 say-on-pay shareholder vote. These principles state that executive compensation programs should achieve four equally important objectives:

- » Enhance shareholder value
- » Attract and retain the best executive talent
- » Manage risks to Citi through sound incentive compensation practices
- » Implement evolving regulatory guidance.

In 2013, we continued to make progress on gathering feedback on executive pay through meetings with major shareholders. Investors had varying perspectives, but a few common themes emerged. As a result, we enhanced the guiding principles by:

- » Including more metrics around executive compensation
- » Creating new minimum standards for payouts
- » Improving our communications to investors about compensation.

The full Citi Compensation Philosophy is also available online.

## Ethics

Citi's reputation for integrity is a key component of our business success. We are committed to acting with and encouraging the highest standards of ethics and professional conduct. Our commitment to conducting business responsibly and ethically is critical to maintaining our relationships with our clients, shareholders and communities.

Each Citi business unit adheres to our policies and affirms our commitment to the principles of Responsible Finance. Business-specific and corporate-level committees ensure compliance with Citi policies and report regularly to the Nomination, Governance and Public Affairs Committee of the Board.

First published in 1997, the Citi Code of Conduct applies to all of our employees worldwide. The Code functions as an ethical guide for our global workforce, setting forth minimum standards of conduct, expectations of professional behavior, and key regulatory requirements and policies. The Code is the cornerstone of our ethics program, and we encourage employees to use the Code to find answers to ethical dilemmas they may encounter in their daily activities. Citi's Board reviews and approves the Code, which is publicly available in 26 languages [here](#).

A Code of Ethics for Financial Professionals supplements the Code of Conduct. It applies to all finance professionals and administrative support staff.

### Updated Code of Conduct

Citi's culture and reputation are defined by our actions and the decisions we make every day. The Citi Code of Conduct sets forth a range of standards and principles, including, but not limited to, fair treatment, privacy and information security, bribery and corruption, money laundering, gifts and entertainment, and respect for human rights. Adherence to the Code is a condition of employment, and violations can result in disciplinary action up to and including termination.

We regularly update the Code to reflect changes in rules, regulations, policies and best practices. The 2013 update of the Code emphasizes reporting, demonstrates how to escalate ethical concerns, reinforces Citi's zero tolerance for workplace retaliation, and underscores our strong commitment to human rights. The Code is also now more user-friendly, using highlights and quick reference segments.

Upon joining Citi, employees must acknowledge that they have read and will comply with the Code. We ask our employees to reaffirm this commitment through Code of Conduct training. We expect to introduce new Code of Conduct training in 2014. Non-employees also receive Code of Conduct training and are asked to provide a similar acknowledgment.

### Reporting Concerns

Citi employees play a pivotal role in ensuring we maintain our reputation for integrity and conduct business in accordance with the highest standards of ethics and professionalism. We encourage employees to communicate their concerns and to promptly report any possible violations of a law, regulation, Citi policy or standard. We prohibit retaliation against anyone who reports his or her concerns in good faith. We respect the rights that are afforded under applicable laws and regulations to all parties to the matter.

There are five ways to report concerns anonymously:

- » Contacting the global ethics hotline, which is operated by an independent third-party vendor. It is available toll-free, 24 hours a day, 365 days a year or by fax and in multiple languages
- » Emailing the dedicated ethics inbox, [ethicsconcern@citi.com](mailto:ethicsconcern@citi.com)
- » Submitting concerns on Citi's internal employee website
- » Sending concerns via mail
- » Sending concerns via fax.

Any individual may also raise a concern by accessing Citi's public-facing corporate website. All contacts and investigations are treated as confidentially as possible, consistent with the need to investigate and address the matter, and subject to applicable laws and regulations.

### Anti-Money Laundering

We cannot enable clients, customers and communities to make progress if we do not maintain the public trust. Citi's Anti-money Laundering (AML) policy helps ensure that trust and maintains our commitment to Responsible Finance and to conducting our business transparently, prudently and dependably.

Money laundering undermines confidence in the international financial system and presents a reputational risk to Citi. We make stringent efforts to combat money laundering and other illicit financial activity and to comply with the Bank Secrecy Act, the USA PATRIOT Act and other applicable legal and regulatory requirements. Globally, we maintain a team of more than 700 anti-money laundering compliance officers. Business units and jurisdictions have AML officers to advise them on efforts at both local and global levels. Citi maintains an AML governing body in each of our four regions to address local, regional and global issues.

Citi employs comprehensive anti-money laundering policies and programs and sophisticated technology to monitor possible suspicious activity across our businesses. These programs are subject to annual internal and external audits and a global AML risk assessment. We strategically apply corporate-wide global AML monitoring systems across our regions and business units to enhance customer activity monitoring. Based on local needs, these systems also provide anti-money laundering training to Citi employees around the world.

### Anti-Bribery and Corruption

In addition to our AML policy, Citi has in place an Anti-bribery and Corruption (AB&C) Program, which includes:

- » Oversight and governance
- » A risk assessment process
- » Communication and training
- » Review and pre-approval processes
- » Due diligence on third-party relationships
- » Confidential reporting
- » Financial controls and recordkeeping
- » Independent testing processes.

Citi's AB&C Policy requires compliance with applicable bribery, fraud, kickback or other similar anti-corruption laws or regulations of any country in which we operate, including local anti-bribery and corruption laws and those that apply to foreign jurisdictions, such as the United Kingdom Bribery Act 2010 and the U.S. Foreign Corrupt Practices Act 1977. Our policy strictly prohibits bribery in any form in all the countries in which we operate. All employees acting on Citi's behalf are expected to conduct their activities related to Citi's business and operations in accordance with the highest standards of business conduct, which includes compliance with all applicable laws prohibiting bribery, corruption, fraud, and false statements, and avoidance of even the appearance of wrongdoing or impropriety.

Under no circumstances may anyone acting on behalf of Citi offer, promise or grant, accept or request anything of value (including any advantage, financial or otherwise, such as gifts, entertainment, charitable or political contributions, or employment) to or from a government official, or any person, on behalf of Citi, whether directly or through a third party (e.g., family member, an intermediary or agent, or an organization) for the purpose of securing improper advantage, influencing the recipient to take or refrain from taking any official action, or to obtain or retain business for Citi. Citi's AB&C Policy prohibits the provision of facilitation payments of any kind.

For an overview of Citi's AB&C Program, please see Citi's [Anti-bribery and Corruption statement](#).

## Updated Statement on Human Rights

Respect for human rights is critical to Citi's vision of enabling our customers, clients, and global communities to make progress.

We published our Statement on Human Rights in 2007. In 2013, we updated it to include reference to the United Nations Guiding Principles on Business and Human Rights and to reflect several updates in our human rights-related policies and approach.

To update the statement, we worked with internal stakeholders involved in human rights-related issues across various functions at Citi. Additionally, we interviewed Citi country officers from Ecuador and Egypt and the business head for West and Central Africa to ensure specific country and regional issues were appropriately addressed and improvements noted. We also engaged informally with several external human rights experts and incorporated much of their feedback.

Our updated Statement on Human Rights includes:

- » Our stated support for the UN Guiding Principles on Business and Human Rights
- » Our continued support for the Universal Declaration on Human Rights and the International Labour Organization's Declaration on Fundamental Principles and Rights at Work
- » Citi's policies and approach towards human rights issues related to our employees, suppliers and clients
- » Information on how Citi approaches human rights in our countries of operation
- » Our guidelines around human rights due diligence, which are also included in our Environmental and Social Risk Management (ESRM) Standard.

Human rights also continue to be an important part of Citi's ESRM. Additionally, Citi played a leadership role in including new human rights considerations in the latest update of the Equator Principles.

The updated Statement on Human Rights was published in early 2014.

## Supplier Principles

To expand our impact beyond our own operations, we encourage suppliers to promote social responsibility, ethical business practices, human rights in the workplace and environmental sustainability. All potential suppliers receive our Statement of Supplier Principles as part of the request-for-proposal process and are encouraged to meet the stipulations of our human rights statement. In addition, our Supplier Selection and Management Policy requires our procurement teams to ensure suppliers have the capacity to adhere to the Statement of Supplier Principles.

## Government Relations and Public Policy

Citi Global Government Affairs (GGA) works with lawmakers and government officials around the world to advocate public policies and positions that support our business, employees and clients. Headquartered in Washington, DC, with professionals based worldwide, it incorporates three teams: State and Local Government Relations, Federal Government Affairs and International Government Affairs. GGA partners with Citi's global functions and businesses to identify key issues that can impact how we operate in all of our markets.

## Case Study

### Sharing Citi Values through our Human Rights Statement

With the release of the UN Guiding Principles on Business and Human Rights, we saw an opportunity to enable progress makers at a global scale by proactively updating Citi's Statement on Human Rights. Some of the countries where Citi operates lack certain institutions to protect human rights. Citi believes that our operations in these areas can help inspire greater respect for critical human rights principles.

During the process of updating our statement, we consulted a number of Citi employees from a wide variety of units, including Human Resources, Legal, Risk, Procurement and International Operations. These Citi employees looked critically at our statement through their unique perspectives to suggest improvements to best reflect our approach. The result is a comprehensive statement that reflects the values and universal standards that we follow and that we hope to encourage through our global businesses. "Citi's approach to human rights, both in our own operations and through our engagements with clients, is to consider issues from a risk perspective while also being mindful of opportunities to promote respect for human rights in the markets around the world where we do business," said Val Smith, Citi's Director of Corporate Sustainability.

## Public Policy Involvement

Citi advocates public policies that strengthen our business and value our customers and employees while furthering our efforts to make a positive impact on society. Our GGA staff actively lobbies on financial and economic issues that affect our company, clients and ability to do business. In particular, we focus on financial and tax reform, consumer protections, expanding trade opportunities, strengthening data security protections and similar business initiatives.

GGA's lobbying efforts include developing messages and legislative strategies to educate stakeholders and policymakers on how proposed regulations and legislation will impact our operating environment, the financial industry and the global business community. Through our efforts, we help legislators to make informed decisions. Our lobbyists follow guidelines contained in our **Political Contributions and Lobbying Statement**, which was revised in January 2014. Where appropriate we work with partners, such as financial trade associations and business coalitions, to develop a broad strategy with like-minded companies with the aim of educating policymakers and stakeholders on key issues.

GGA professionals are required to attend training sessions on applicable laws and Citi compliance policies each year. We expect them to demonstrate the highest standards of professional integrity.

## Political Contributions

Citi makes contributions to help elect U.S. political candidates whose views and positions are favorable to our company, our industry and the free-market economy. In doing so we follow strict guidelines set out in our **Political Contributions and Lobbying Statement**, which adhere to federal, state and local laws. In very limited circumstances, Citi is able to make corporate political

contributions outside the U.S. The contributions have to be approved by Global Government Affairs, as well as local legal and compliance.

Our U.S. contributions come from the voluntary, employee-funded Citi Political Action Committee (PAC) or, when permitted, from corporate funds. Citi PAC contributes to candidates who support a strong private sector and promote entrepreneurship. Citi does not use corporate funds for independent political expenditures in support of, or opposition to, any candidate for office. In addition, we request confirmation from the business and trade associations to which we pay dues that these are not used to fund independent expenditures.

Citi's GGA group and a member of the General Counsel's legal team approve all contributions to ensure compliance with applicable laws and public disclosure obligations.

Citi makes available to its shareholders and stakeholders a list of all our corporate political contributions and PAC contributions. A yearly breakdown of U.S. political contributions may be found on Citi's **Corporate Governance** site.

## Corporate Taxes

Citi's culture of Responsible Finance extends to our approach to paying taxes. We emphasize both strong internal controls and transparency with relevant authorities. Internal controls include regular assessments of the financial impact of taxes on our corporate and business operations, the reporting processes for such taxes and assuring Citi taxes are paid in accordance with local codes. Transparency includes open communication with tax authorities and regulators, and developing real-time working relationships, where possible.

CITI FOUNDATION

**\$78**  
*million*

invested in 87 countries  
enabling 1.3 million people  
to make progress

GLOBAL COMMUNITY DAY

**66,000+**

volunteers in 473 cities  
and 95 countries volunteered  
for 325,000 hours

COMMUNITY CAPITAL

Nearly

**\$4.35**  
*billion*

lent and invested across  
144 cities in the U.S. in affordable  
housing, education, healthcare  
and small business activities

COMMUNITY DEVELOPMENT

**\$22**  
*million*

provided in the U.S. to support  
innovative and scalable programs  
to address needs of  
low- and moderate-income  
communities

## STRENGTHENING COMMUNITIES

When people make progress, so does Citi. That's why we dedicate much of our creativity and innovation to expanding financial inclusion around the world. We have a long and successful history of introducing mainstream financial services to underbanked people, supporting small businesses and entrepreneurs and stimulating local economies through microfinance and affordable housing.

We use philanthropy to foster thought leadership and pilot innovative programs that have the potential to create positive impact. We call this Strategic Social Investment.

This ambitious agenda is central to Citi's core business interests and competencies as well as our citizenship efforts. Several business units within Citi are engaged in financial inclusion efforts.

Citi Microfinance works globally with Citi's many product lines in local markets, focused on expanding financial inclusion. We work with a range of financial intermediaries, including leading microfinance institutions (MFIs), banks, networks, non-governmental organizations and investors, as corporate partners and clients.

The Citi Foundation seeks to enable economic progress globally by seeking out best-in-class community partners and working with them to launch innovative programs that drive measurable economic opportunities for low-income families and communities while also supporting thought leadership that helps to bring successful ideas to scale.

In the United States, Citi Community Development leads our relationships with community, housing, economic development and civil rights organizations, and it partners with municipal governments to create opportunities for financial inclusion, small enterprise development, credit and asset building and home-ownership preservation. Citi Community Development also manages the Citi Salutes<sup>SM</sup> Program and the Office of Homeownership Preservation.

Citi Community Capital is a national leader in the United States in providing specialist finance for affordable housing and community reinvestment development.

## Advancing Financial Inclusion

Access to financial services is essential for social and economic progress. But across the world, 2.5 billion people find it difficult or impossible to open a bank account, buy insurance or get a loan to start or grow a business.

It is in everyone's interests to enable as many people as possible to share the benefits that modern financial services bring. Citi acts as a progress maker in this area, working across our businesses and partnering with like-minded organizations—from community groups to governments—to promote and expand financial inclusion globally.

Progress is impossible without financing education, access and innovation. We work with individuals and organizations to bring wider social and economic benefits at the community and national level. Through our programs and working with partners, we aim to:

- » Finance affordable housing and support for microentrepreneurs and small business owners whose enterprises create jobs that form the backbone of a stable, prosperous community.
- » Empower consumers to build their financial capability through education and access to appropriate products and services. In this way consumers can build the savings and assets that will help them deal with unforeseen shocks in their lives, such as losing a job or illness, and, in the long term, purchase a home, enroll in college or start a small business.
- » Provide young people with the opportunity to gain skills and education that prepare them for greater earnings potential.

- » Partner with other thought leaders to challenge traditional approaches and develop new ideas on how best to create economic progress for all.

Microfinance is one of the most widely used instruments available to help achieve financial inclusion. But inclusion will also require integrating existing platforms and building new ones that take financial services beyond the constraints and costs of traditional branch-banking models. This means expanding outreach and distribution through correspondent agent networks, mobile operators and branchless payment systems.

Key to widespread financial inclusion is providing greater access to capital for intermediary institutions, from NGOs to specialized banks, and access to markets and distributor supply chains for small-holder farmers.

Since 2005, Citi Microfinance has worked across Citi businesses, product groups, and regions to finance MFIs, local banks, networks and investors that provide small loans to local enterprises and entrepreneurs. In 2013, Citi Microfinance served more than 150 microfinance sector clients in nearly 50 countries.

Citi partners with clients to expand access to products and services that span the financial spectrum, including:

- » Diverse funding sources
- » Capital markets solutions
- » Innovation through cashless payments and collections
- » Mobile financial services
- » Inclusive supply chain
- » Scaled savings platforms and credit-building products.

The global microfinance industry is constantly evolving as it seeks new ways to reach the unbanked. Citi Microfinance is leading the way by building partnerships with a wider range of organizations, including wireless carriers, mobile-banking platforms and technology providers, as well as mainstream banks, multinational clients, public sector clients, insurers and reinsurers.

“Citi Microfinance works with our businesses in more than 40 countries. And not only microfinance institutions, but many other corporate and government institutions, to provide access to capital, payments and mobile platforms that support financial inclusion.”

—Mike Corbat, CEO, Citi

Through these long-term relationships with trusted and effective partners, we magnify our efforts to expand microfinance across the world. Among our partners is the Overseas Private Investment Corporation (OPIC), with which we have provided more than \$365 million to fund 40 MFIs in 22 countries since 2006. This investment has resulted in loans to more than 975,000 small business and individual borrowers, nine in 10 of them women. For example, in 2013, together with OPIC, we announced a loan of \$10 million to the Bank of Georgia to fund the growth of its microfinance portfolio.

*“We are delighted to join forces with Citi and OPIC to extend loans to small businesses in Georgia. This will allow the Bank to continue supporting the development of small businesses, which is fundamental for the growth of the country’s economy,”* said Irakli Gilauri, Chief Executive Officer of Bank of Georgia.

While we are making good progress, challenges remain, so we are engaging on inclusive finance initiatives with a broad range of participants across governments, financial institutions, telecoms, agricultural buyers and NGOs. In some countries the financial inclusion ecosystems are well connected, but in others they are not. Financial inclusion can be advanced by:

- » Securing greater efficiencies in delivering appropriate financial products to underserved communities
- » Expanding financial capability so that clients are empowered to use products and services responsibly
- » Developing regulatory environments that facilitate financial inclusion
- » Continuing to evaluate access to finance initiatives.

Citi Microfinance builds on Citi’s long history of engagement with microfinance.

Over the years, Citi and the Citi Foundation have supported professional microfinance conferences in the United States, Latin America, Europe and Asia Pacific, gathering practitioners across the microfinance industry, including microfinance institutions, banks, regulators and governments.

## Case Studies

### Supporting 5,000 New Microenterprises in Ecuador

Citi and Banco del Pichincha collaborated on a five-year, \$15 million financing agreement to support and promote microfinance in Ecuador, contributing to the development and sustainability of approximately 5,000 new microenterprises in the country.

Banco del Pichincha provides financial services to over 250,000 microbusinesses, including loans, savings and insurance. The agreement with Citi provides a new source of financing and an effective way to direct Banco del Pichincha’s operations in the microfinance sector for the long term. Citi has operated in Ecuador for 53 years, offering world-class financial products and services and contributing to the nation’s development. Since 2007, Citi has provided nearly \$50 million in financing options for microenterprises in the country.

### Banamex PepsiCo Inclusive Partnership: Financing Smallholder Farmers in Mexico

In a strategic alliance between Citi Microfinance, Banamex and PepsiCo, Mexican smallholder farmers will have access to working capital to produce sunflower seeds to sell to PepsiCo.

Sabritas, a PepsiCo company in Mexico, will integrate the participating producers into its supply chain and provide advisory and technical help to improve the farmers’ productivity. Through Banamex’s participation, the smallholder farmers previously excluded from the formal financial sector will not only be given access to credit and transactional services but will also

receive much-needed financial education through Banamex’s program called Saber Cuenta.

The alliance contributes to generating more stable income sources for rural families and also helps develop more inclusive supply chains. The experience in Mexico will be used to roll out the program to other countries.

### Inspiring the Next Generation to End Poverty

In October 2013, more than 150 college and high school student leaders and educators from around the world gathered at the first Kiva U Summit in San Francisco, California. Their aim was ambitious: to build a community with the passion and expertise to end poverty through microfinance.

Kiva U is a project run by the world’s first and largest microlending platform, Kiva, funded by and in partnership with Citi Microfinance. The program seeks to build, strengthen and connect school-based microfinance clubs across the world, to develop teaching tools for experiential learning and to encourage leadership among students active in social enterprises, international development and financial inclusion.

In the three months after the San Francisco summit, 569 new school-based lending teams were established across the world, with almost 12,000 new student and educator team members. These young people are joining Kiva’s rapidly growing global community of over one million individual leaders. Kiva has already crowd-funded over \$520 million in loans for more than one million microcredit borrowers in 73 countries.



## FI2020: Engaging Stakeholders for Financial Inclusion

Over 2.5 billion people around the world are excluded from the formal financial system.

Citi and the Citi Foundation are partnering and leading efforts to end this exclusion by bringing together key public and private sector players through the Financial Inclusion 2020 (FI2020) campaign.

FI2020, a multi-year campaign run by the nonprofit organization Accion's Center for Financial Inclusion, is building a global movement to mobilize stakeholders to make financial services available to all. The Center is based in the United States and focuses on creating the right conditions to achieve full financial inclusion around the world through collaborations with a diverse range of stakeholders.

A global forum convened to launch a comprehensive agenda to engage stakeholders and act as a catalyst for action. In October 2013, over 300 key stakeholders—including government officials, nonprofits, corporations and multi-lateral decision makers and thought leaders—gathered in London for the global forum.

*Photo credit: John Rae for Accion*



## Financial Security and Enterprise Development

In 2013, Citi Community Development collaborated with community, housing, economic development and civil rights organizations and partnered with municipal governments to create opportunities for financial inclusion, small enterprise development, credit and asset building and homeownership preservation. Partnering across different sectors and with multiple stakeholders enables us to:

- » Assess the evolving needs of low-income and underserved communities
- » Develop integrated, holistic and sustainable solutions to complex community problems
- » Achieve critical scale so that more individuals, families and communities benefit from our programs
- » Achieve real and measurable impact.

### Case Studies

#### Cross-Sector Collaborations Tackle Community Challenges

Citi Community Development recognizes that sustained commitment, investment and cross-sector collaborations are vital to tackling complex challenges in low-income and underserved communities. Here are some examples of our long-term efforts and partnerships with municipalities and nonprofit organizations in the United States to provide underserved individuals and communities with a pathway to financial security.

#### Kindergarten to College (K2C)

We're committed to removing barriers to higher education, as a college degree is critical to breaking intergenerational cycles of poverty. Our Kindergarten to College initiative, launched in 2010, features an innovative partnership with the City and County of San Francisco. This pioneering universal college savings account program encourages parents to save for their young child's college tuition.

The City of San Francisco provides children in kindergarten with a college savings account at Citibank and a \$50 incentive deposit. Parents are encouraged to contribute regularly to give children a head start in paying for higher education. Over four years, families have opened approximately 14,000 accounts, with all 72 San Francisco Unified School District elementary schools taking part. Each year, an additional 4,000 children will open K2C accounts.

*Award: Recognizing the successful cross-sector collaboration on Kindergarten to College, Citi Community Development and the City and County of San Francisco received the 2013 Excellence Award for Public-Private Partnerships from the U.S. Conference of Mayors.*

#### Platform to Employment (P2E)

At the end of 2013, an estimated 3.9 million Americans were unemployed for 27 weeks or longer, and 2.6 million had been looking for work for more than a year. With discouraged workers dropping out of the workforce, the unemployment rate may no longer be the best indicator of economic success. Solving this issue is critical to ensuring the full economic recovery of the United States.

Since 2012, Citi Community Development has supported P2E, an initiative developed by the Workplace, an employment-focused nonprofit organization, to provide critical workforce training, guidance and financial counseling to long-term unemployed workers while connecting them with local job openings. Since the program's launch, 285 people have graduated and over 70 percent of participants have been placed in permanent employment. In 2013, the program was implemented in eight U.S. cities, with similar results.

In remarks about the long-term unemployed, President Barack Obama said, "[T]hat's why we're excited to have programs like... Platform 2 Employment... [I]t's great to have these intermediaries and nonprofits who are also able to show success, even with folks who have been out of work for a long, long time."

Case  
Studies**Building Bridges to Minority Business Success**

Recognizing the challenges minority business owners face in accessing government contracts, Citi Community Development established a partnership in Los Angeles to help certify, train and empower the city's minority-owned small businesses to compete for significant procurement contracts, allowing them to grow and create jobs.

Bridges to Success is a collaboration between Citi Community Development, the City of Los Angeles, the Los Angeles Housing Department and the University of Southern California Minority Business Development Agency.

Small business owners receive eight weeks of management courses, legal advice and support in developing business and procurement plans. Graduates are certified by the Southern California Minority Supplier Diversity Council and bid on renovating properties using Neighborhood Stabilization Program funding. Los Angeles has been hard-hit by foreclosures, and this approach works on many levels—revitalizing communities, providing economic development opportunities for small businesses, creating jobs, and piloting a program that can be replicated elsewhere. Since 2012, 100 business owners have been through the program, which has helped to create 438 new jobs and successfully procure 209 contracts worth \$11.2 million.

**Household Economic Security Project**

In October 2013, with the support of a \$1 million commitment from Citi Community Development, the Corporation for Enterprise Development (CFED) launched the Household Economic Security Project to equip municipal policymakers, civic leaders and private sector stakeholders with the city-level data and tools they need to assess and build the financial security of local households.

The impetus for this national program was the widely shared citywide Assets & Opportunity Profile prepared for Dallas, Texas, by CFED. The Profile provides a broad analysis of the financial security of Dallas households by focusing on unique metrics like asset poverty, which is the percentage of households that would fall below the poverty line within three months if they lost income and had to live off savings, investments or other assets. The report found that four in 10 Dallas households, when faced with a lack of steady income, are vulnerable to major financial distress and lack the resources to withstand unforeseen setbacks.

The Household Economic Security Project will build on existing metrics for measuring household financial health, including income, educational levels and homeownership, and will also develop non-traditional data points to contextualize the challenges and opportunities for communities across the U.S. This will allow municipalities and community organizations to take a new perspective on the challenges facing low- and moderate-income (LMI) communities.

In addition to developing a web-based platform of city-level economic data, the Household Economic Security Project will focus on deeper studies in 10 cities across the U.S. to build the capacity of municipalities and community organizations to act collectively in addressing asset poverty in their communities.

“The strength of our economy is largely dependent on the vitality of our cities and the ability of urban households to build and safeguard their finances. The Household Economic Security Project will create a platform for cities, businesses and community groups to share data and work to improve the financial stability of their fellow citizens. This initiative aligns perfectly with Citi’s commitment to connecting low- and moderate-income individuals to programs that can improve their lives and strengthen the communities we serve.”

—Mike Corbat, CEO, Citi

Case  
Studies**The Power of Coalitions:  
Asset Building Policy Network**

Citi is a founding member of the Asset Building Policy Network (ABPN), a coalition of the nation's leading civil rights, policy and community development organizations.

In addition to Citi, ABPN comprises:

- Center for American Progress
- Corporation for Enterprise Development
- The Leadership Conference of Civil and Human Rights
- National Association for Latino Community Asset Builders
- National Coalition for Asian Pacific American Community Development
- National Council of La Raza
- National Urban League
- PolicyLink

According to the Corporation for Enterprise Development (CFED), households of color have almost one-tenth the median net worth of white households. ABPN was created to address this growing racial wealth gap by developing, promoting and advancing asset building policies and programs that help build long-term economic security for LMI households and communities of color.

The ABPN has three goals:

- Advance a federal policy agenda that seeks to improve economic opportunities by increasing access to safe and responsible financial products and services
- Conduct research and develop policies that enable LMI individuals and households to save and build assets
- Increase access to credit and technical assistance resources for small businesses.

The ABPN has written letters to federal regulators and elected officials on a range of financial access issues, and a report by the Consumer Financial Protection Bureau on financial education directly quoted an ABPN letter, reflecting the Network's recommendations.

In 2013, with funding from the Citi Foundation, the ABPN began piloting five solutions to address complex challenges facing low-income communities of color, from increasing college enrollment rates to promoting the growth of Latino small businesses.

"The programs launched by the five ABPN members will provide the blueprints to support economic mobility and sustainable asset building that is so desperately needed in communities across the country. It is in everyone's interest that these innovative programs succeed and get to scale. The ABPN's collaborative force is helping to drive efforts that will enable families to save, invest, build and protect financial assets for long term economic success."

—**Marc H. Morial, President and CEO of the National Urban League, a founding member of ABPN**

## Revitalizing Neighborhoods

Affordable quality housing, healthcare centers and high-performing schools are key elements of prosperous neighborhoods. For nearly three decades we have been working with our partners to devise financial solutions that deliver investment in essential services that make a big difference to creating and revitalizing communities.

In 2013, Citi Community Capital lent and invested \$4.35 billion in over 250 transactions with communities in the United States.

Citi was also ranked the number one U.S. lender by *Affordable Housing Finance* magazine in 2013 for the sixth consecutive year, with a lending volume of \$2.65 billion.

### Affordable Housing

When people live in affordable housing they can make progress in other areas of their lives. Long mindful of this, Citi is one of the most experienced and highest-rated lenders to affordable housing projects. In 2013, we financed and completed more than 20,000 housing units for families, the elderly and veterans. Citi Community Capital offers the most comprehensive services and products for nonprofit and commercial affordable housing developments. Our responsible lending solutions include a wide array of products including construction financing, permanent financing and investment banking.

We built on our commitment to improve the availability of affordable, safe housing in New York by launching the \$100 million

New York Affordable Housing Fund (NYAH), in partnership with L+M Development, in July 2010. The fund aims to make investments to preserve affordable housing units in danger of being removed from affordability programs, and to create additional affordable housing units by re-regulating units that have already been removed from affordability programs. The NYAH Fund has not only exceeded preservation goals, but it has also supported projects run by NYC Housing Preservation and Development (HPD), and the NYC Housing Development Corporation (HDC). Following the success, in 2013 Citi Community Capital committed \$142 million to NYAH II, which launched in January 2013.

### Case Study

#### Technology Transforms Housing Counseling for Underserved Communities

If technology can help us hail a cab and reserve a restaurant table, could it help provide access to professional counselors to guide people in navigating financial challenges? The answer is yes, as demonstrated by a new system called the Virtual Counselor Network (VCN).

With support from Citi Community Development and created by the Housing Opportunities Collaborative (HOC), a San Diego-based nonprofit that promotes equal access to housing for all, the VCN uses technology to offer housing counseling and other support services ranging from foreclosure prevention to tax preparation and credit counseling.

Through 11 computer terminals located in accessible community buildings like public libraries in San Diego, Riverside, and San Bernardino, California, residents have virtual “one-stop” access to an array of services, eliminating the need to travel to multiple locations.

Known as Virtual Empowerment Centers, the terminals are equipped with scanning, audio and video capabilities, allowing users to share documents and hold video conferences with counselors in a secure environment.

Launched in 2013, the VCN benefited over 1,100 individuals with tax preparation, loan modifications, homeownership counseling, financial capability counseling and fair housing assistance.

“As nonprofit organizations find new ways to use technology to help more people, I believe this program will empower our local communities and provide innovative solutions to help meet the diverse needs of residents throughout the region.”

—Todd Gloria, San Diego City Council President

## Corporate Contributions

In 2013, Citi contributed \$66.4 million in corporate giving to charitable nonprofits working in community development, culture and the arts, diversity, environmental sustainability, and education.

Where possible and appropriate, we support programs that promote consistency between our community giving and our business goals, legal or regulatory requirements, public policy objectives, corporate culture and strategic philanthropic goals. At the same time, we support organizations and causes important to our employees and to the communities in which we operate.

### Case Study

#### From Client to Beneficiary: The American Museum of Natural History

The American Museum of Natural History (AMNH) is one of the world's preeminent scientific and cultural institutions. Since its founding in 1869, the Museum has advanced its global mission to discover, interpret and disseminate information about human cultures, the natural world and the universe through a wide-ranging program of scientific research, education and exhibition.

Citi's support of the Museum goes back to its founding, when Citi President Percy Pyne was a member of the Board of Trustees from 1872 to 1895. The cooperation and shared legacy continues to this day; AMNH has been a client of Citi Commercial Bank for over 40 years.

In June 2013, Citi was honored at the organization's annual corporate dinner which raised \$1.5 million for the Museum's programs. At the event, CEO Mike Corbat announced a \$250,000 Citi Foundation grant to support AMNH's New York City School and Camp Group Education Resources Program, which will open the door of the museum to students, from kindergarten through 12th grade, engaging them through classes and research experiences throughout the year.

## The Citi Foundation

The Citi Foundation makes targeted investments that boost financial inclusion and economic progress across Citi's global footprint. The Foundation collaborates with best-in-class community partners to create measurable economic improvements that strengthen low-income families and communities. In addition to providing philanthropic funding, the Foundation takes a "More than Philanthropy" approach, deploying Citi's business resources and the talents of its people to support the Foundation's partners and amplify the effects of its philanthropic investments and impact.

In 2013, the Citi Foundation invested \$78 million in 87 countries and enabled 1.3 million people to work toward specific financial inclusion and economic empowerment goals.

In addition, more than half of the Foundation's grant investments included a thought leadership and innovation component, critical to testing new ideas, shaping industry dialogue and influencing public policy. To learn more about the Citi Foundation's giving in 2013, see [Performance](#).

### Measuring the Citi Foundation's Impact

Metrics are important, and the Foundation tracks every grant to learn what works and why. This helps the Foundation better define its targets for each of its core focus areas (see following page), strengthen resource allocation decisions and work with grantees to improve outcomes. The Citi Foundation also uses metrics to track its own performance on due diligence and approval cycle times. Feedback from grantees is critical to driving our efficiency and effectiveness. In response to findings from a grantee perception survey carried out in 2012, the Foundation launched a new global technology platform for partners in 2013 that simplifies the way the Citi Foundation works with its partners, making it easier to share information and increase efficiency, while improving the Foundation's ability to create a repository of program performance information critical to relationship management tracking and impact analysis.

### Awards

Citi was awarded top honors in two categories in the U.S. Chamber of Commerce Foundation's Corporate Citizenship Awards:

**Best Partnership award**, together with the National Community Tax Coalition (NCTC), for our work promoting college success in the United States, through the Financial Aid U (FAU) program. Since 2008, Citi's partnership with NCTC, with funding and leadership support from the Citi Foundation, has helped put more than 8,000 students on the path to earning a college degree.

**Best Economic Empowerment Program award**, for the Citi Foundation's efforts to invest in and advance entrepreneurship around the world through the Citi Microentrepreneurship Awards (CMA).

Citi was the first corporation to be inducted into the National Urban League's Ten Million Dollar Hall of Fame. This honor recognized our 12 years of partnership with the second-oldest civil rights organization in the U.S.

## Citi Foundation 2013 Investment Focus Areas

### Financial Capability and Asset Building

Sound money management skills and developing positive financial behaviors enable people to achieve their financial goals and build and preserve assets.

The Foundation's grants support initiatives that increase the number of low- to moderate- income adults and youth who adopt positive financial behaviors to accumulate and preserve financial assets.

### Neighborhood Revitalization (in the U.S.)

Affordable housing and vibrant local economies and communities are critical to ensuring that low- to moderate-income people can maximize economic opportunities.

The Citi Foundation works to increase the flow of capital to communities to develop or preserve affordable housing, rehabilitate commercial corridors that generate economic activity, and develop community facilities that create a foundation for pursuing neighborhood stability.

### Microfinance and Community Development Finance

For low-income households and communities, access to credit and other low-cost financial products and services can be a critical first step toward financial stability and building long-term financial assets.

The Citi Foundation supports microfinance and community development financial institutions that increase credit availability and the supply of asset building financial products and services for low- to moderate-income individuals, businesses and communities.

### College Success (in the U.S.)

A college degree is critical to breaking intergenerational cycles of poverty by improving access to career opportunities and increasing earning power. College graduation rates of low- to moderate-income students continue to lag far behind those of higher-income peers.

The Citi Foundation works to increase the number of low-income, academically qualified students who enroll in and complete postsecondary education. The Foundation does this by promoting a college-going identity among low-income students and eliminating financial barriers to higher education.

### Enterprise Development

Micro- and small enterprises are powerful and efficient drivers of economic growth and job creation globally.

The Citi Foundation's grants support programs that increase the number of micro- or small enterprises that provide new income generation or employment opportunities for low- to moderate-income individuals.

### Youth Economic Opportunities (outside the U.S.)

Young people aged 13-25 represent a growing percentage of the world's population but suffer disproportionately high rates of unemployment globally, leaving more than 80 million in search of meaningful work.

The Citi Foundation's grants support programs that increase the number of low-income youth who receive educational preparation, skills training and/or resources to start businesses.

## Citi Foundation Impact by the Numbers

Roughly 1.3 million people are working toward their financial inclusion goals as a result of programs funded by the Citi Foundation in 2013. Of these, half will reach their goals within a 12-month investment cycle, resulting in:

**540,000 individuals adopting positive financial behaviors**, including saving and reducing debt

**28,000 students** working toward postsecondary degrees

**51,000 youths** enrolling in or completing postsecondary education or training

**2,000 units of affordable housing** rehabilitated or built

**33,000 jobs created** by building or expanding **13,000 micro- and small enterprises**

Strengthened capacity of **1,200 NGOs**

## Case Studies

### Investing in Financial Capability Progress Makers

The Citi Foundation has focused on moving beyond funding classroom-based financial education to investing in projects that support the development of financial capabilities and skills. The emphasis has shifted from teaching people about money management to enabling people to put financial knowledge into action by adopting positive financial behaviors that drive measurable outcomes. At the core of this work are two signature financial capability innovation funds, one U.S.-focused and one international, dedicated to testing new, nonprofit-led strategies that offer consumers effective tools, products and support needed to adopt good financial practices.

The Foundation's fund is led by its partner, the Center for Financial Services Innovation. Its global fund is led by Innovations for Poverty Action.

Each fund utilizes a competitive request-for-proposal process to identify the most promising and scalable approaches for increasing consumer savings, improving credit scores and reducing reliance on high-cost debt.

In 2013, through its financial capability innovation funds, the Citi Foundation continued to build knowledge of what works and why in the financial capability arena. From a pool of over 150 proposals, 14 projects were selected for funding. Many of the innovations leverage technology and the power of social networks to drive positive financial behavior change. In addition to grant funds, innovators received a range of technical assistance, including the help of independent researchers to evaluate the effectiveness of their products

and services. Innovators also participate in a learning community to share their challenges and successes so that other stakeholders can learn from their efforts.

The Foundation's work has sparked wide-scale adoption of an enhanced financial capability framework among other funders, policymakers, and practitioners, and it has catalyzed a range of NGOs to adopt higher impact approaches. Citi Foundation has funded many of these efforts across the world.

In Korea, the Citi Foundation continued to support the Think Money Program of the national Young Women's Christian Association (YWCA). Over eight years the program has trained children and young people aged seven to 25 in financial skills and has worked with YWCAs in 33 regions across Korea, impacting 66,953 beneficiaries, including children, young adults, parents and lecturers. Around 70 percent of beneficiaries have shown increased financial knowledge and made positive changes in their financial behavior, such as increasing their savings using their personal budget and monitoring their income and expenditure. The Citi Foundation also supported the development of a smartphone application that allows young people to learn anywhere, improving access to this training.

In China, almost 13,000 children and young people directly participated in the Agent Penny program in 2013. The program provides financial education to children aged between eight and 12, through a range of interactive activities hosted by the Shanghai Better Education Development Center. In addition, a number of primary schools in Shanghai voluntarily incorporated financial education

in their school curriculum and will continue implementing the activities as part of school enrichment activities. The program showed positive results, with 73.3 percent of the young people who took part opening a bank account and starting to save, and 88.5 percent demonstrating the ability to develop a personal budget, with 72 percent maintaining it.

In Colombia, the Citi Foundation has supported Fundación Capital's LIFT Initiative to develop an innovative tablet-based financial education system. This provides low-income individuals and their families with personalized tools that help them to build their assets, increase their financial capabilities, and support them as they transition out of poverty. The program has helped 1,000 low-income women who receive government assistance through conditional cash transfer to become active banking clients with formal savings accounts. In 2013, this was expanded across 10 municipalities in Colombia and several countries in Central America.

### Building a Future for Arab Youth

The Citi Foundation is helping disadvantaged young people in Algeria, Morocco and Tunisia to secure sustained employment in high-growth industries through its support of Education for Employment (EFE). EFE is a nonprofit organization that helps youth develop critical employability skills and match them to employment opportunities. Since its inception in 2007, EFE has served more than 13,500 young people, and it aims to place 75,000 young people in employment by 2020.

## Case Studies

**Enabling Entrepreneurship in Brazil**

Brazil is a country of aspiring entrepreneurs with an estimated 35 million people seeking microcredit loans. But their hopes are often dashed by the lack of financial services to meet their needs.

Since 2012, the Citi Foundation has been working to fill this gap by partnering with the SEEP Network to implement a program to grow two Brazilian nonprofit microfinance associations over three years. These are the Associação Brasileira das Sociedades de Microcrédito and the Associação Brasileira de Entidades Operadoras de Microcrédito e Microfinanças, which have a combined membership of 58 microfinance institutions and serve over 200,000 clients. The program will provide technical assistance and knowledge sharing for the microcredit providers and enable them to meet the financial needs of more aspiring entrepreneurs.

**Citi Microentrepreneurship Awards**

Microentrepreneurs help create jobs and improve economies in their communities and countries.

To improve their visibility, the Citi Foundation launched the global Citi Microentrepreneurship Awards (CMA) in 2005. Microfinance institutions nominate high-performing small businesses owners for the award, which offers a combination of cash prizes and access to mentors and business development training.

To date, the Citi Foundation has invested \$14.7 million in this highly successful program and helped over 5,500 microentrepreneurs to grow or improve their enterprises. Hundreds of Citi employees have volunteered their skills and time to select

award winners and organize the award ceremonies that now span more than 30 countries. In 2013, the Citi Foundation piloted a new four-day business development training session in Buenos Aires, Argentina, for past CMA winners from across Latin America.

Through the awards, the Citi Foundation is promoting financial inclusion by helping to facilitate dialogue with regulators and government leaders aimed at improving business environments to enable small companies to thrive.

**Partners in Progress: Bring on the Community Quarterbacks**

In American football, a quarterback directs offensive play and is key to a team's success. Communities need quarterbacks too—trusted local organizations that create prosperity by aligning community objectives, resources and stakeholder efforts.

This is the central idea of the book *Investing in What Works for America's Communities*, published in 2012 by the Low Income Investment Fund and the Federal Reserve Bank of San Francisco, with financial support from the Citi Foundation. It offers a new vision for community development and poverty alleviation in America, with articles from important stakeholders on how to build healthy neighborhoods for people to live, learn, work and play. It has already had a significant impact on the community development debate and is influencing the public policy curricula at top universities.

In 2013, to put the book's ideas into action, the Citi Foundation and the Low Income Investment Fund (LIIF) launched an initiative called

Partners in Progress. Through a competitive RFP process the Foundation and LIIF selected 13 nonprofit organizations to become community quarterbacks. With funding from the Citi Foundation, each will bring together local stakeholders to improve the physical environment of their communities and educational and economic opportunities available to residents.

Track the initiative's progress at [www.partnersinprogressproject.org](http://www.partnersinprogressproject.org).

**Sustainable and Inclusive Business**

Companies can generate new business and support society by employing more sustainable and inclusive ways of operating. More businesses are employing these models, but there are more opportunities to expand this work.

In 2013, the Citi Foundation commissioned Tufts University's Center for Emerging Markets Enterprises, in partnership with management consultancy Monitor Deloitte, to identify and survey global companies driving financial inclusion and job creation through sustainable and inclusive business models.

Their findings identified companies' motivations for employing sustainable and inclusive business models, the barriers and challenges they face, and how they have redesigned internal structures and partnerships to support and promote the scaling of such models. These insights will help nonprofit and public sector organizations work more effectively with private sector companies to develop and promote innovative business approaches that combat social and environmental challenges.





## Development and Eco-Tourism in Rural Russia

Tourism can bring substantial economic and social benefits to regions, but it can also impact the local environment.

In 2011, the Citi Foundation partnered with WWF Russia to fund the “Development of Eco-Tourism in the Altai Mountains in Russia”, with the aim of providing the local population training on the basics of entrepreneurship, and micro-loans for the development of businesses with a strong nature preservation component.

During the implementation of the program in 2012 and 2013, over 1,200 local residents took part in

more than 30 seminars and master classes on the basics of business development. Following these, 250 trained entrepreneurs participated in a session on developing business plans, and 70 were chosen for financing in the form of micro-grants and micro-loans. Most of these were focused on green tourism.

Following the success of this program, in 2013 it was replicated in Kamchatka in the far east of Russia, one of the last places on the planet where the natural environment has been preserved in its wild state. The area is threatened

by poaching, exploitation of fish and game resources and global climate change. A study by WWF Russia showed that there is great potential for the development of environmentally friendly family businesses, but lack of understanding of entrepreneurship and access to traditional financial opportunities are holding back development. The support of the Citi Foundation and WWF Russia will help to preserve this amazing place, while improving the lives of those who live there.

## Disaster Response

Economic recovery after a disaster demands long-term commitment from funders and goes well beyond providing immediate relief.

Citi Foundation's community disaster response strategy takes a holistic approach to supporting preparedness, immediate relief, and longer term rebuilding efforts. This approach is improving the way the Foundation uses philanthropic resources to make smarter, more impactful investments that lead to resilient communities.

In the U.S., the Foundation's community disaster response strategy focused early in 2013 on post-disaster recovery efforts following the damage caused by Hurricane Sandy. In the 12 months following the hurricane, Citi and the Citi Foundation provided grants and contributions totaling \$3.68 million to organizations in the New York Tri-State region for emergency response, recovery and resilience planning.

Recognizing the toll that Hurricane Sandy continues to take on small businesses, Citi Community Development worked with the NYC Department of Small Business Services to provide \$803,000 to support much-needed rebuilding, infrastructure improvements and marketing initiatives. This funding supported the Small Business Assistance Grant Program, the Sandy Rockaway Recovery Storefront Initiative and a small-business advertising campaign to jumpstart businesses' marketing and promotions. In June 2013, more than 100 Citi employees volunteered to help store owners in the area as part of Citi's eighth annual Global Community Day.

"That is the spirit of our relationship with Citi Community Development, who has supported many of our recovery efforts and challenged us to do more. We are grateful for Citi's support of grants, campaigns and restoration programs for small businesses that were damaged by the storm. What we've been able to accomplish with Citi's help has been incredible," said Robert W. Walsh, former Commissioner, NYC Department of Small Business Services.

### Case Studies

#### **Typhoon Haiyan: Leveraging Citi's Resources across the World**

Within 24 hours of the overwhelming devastation wrought by Typhoon Haiyan in the Philippines in 2013, Citi and the Citi Foundation launched a series of initiatives around the world to support the around-the-clock relief efforts. This included an immediate \$250,000 disaster-relief grant from the Citi Foundation to the American Red Cross Pacific Typhoon Fund. Citi's ASEAN Equities business also donated all commissions from equity sales and trading operations on November 13 to the Philippine Red Cross to support the longer term, rebuilding of affected communities. Citi customers were given the opportunity to donate to the American Red Cross through redeeming Citi ThankYou Rewards in the U.S. and to the Philippine Red Cross via Citi Mobile in the country. In total, Citi helped donate more than \$1 million toward the relief effort.

In addition, Citi Philippines extended a debt payment relief to its clients in the affected regions, which included a 60-day payment extension and waived late-payment charges. Citi tapped into its global footprint by connecting its multinational and local clients with nonprofits, the Philippine government and impacted communities in support of the response effort.

Beyond financial support, Citi Philippines employees volunteered with long-term community partners Gawad Kalinga and the Philippine Red Cross, packing and sorting relief supplies and other in-kind donations.

While relief efforts are essential in disaster response, Citi and the Citi Foundation are committed to

supporting long-term recovery programs as well. In late 2013, the Citi Foundation announced its intention to double its annual grant investment in the Philippines and direct these expanded resources to longer-term rebuilding and livelihood restoration programs in the affected areas.

#### **Ensuring Aid Is Effective: International Rescue Committee**

Sometimes generous international aid provided after natural disasters can have the unintended consequence of undermining local economies. This is because food and other goods donated can disrupt existing local markets that support people's jobs and incomes.

Aid organizations are well aware of these challenges and use a common toolkit—the Emergency Market Mapping Assessment (EMMA)—to manage their responses. EMMA helps relief agencies understand market systems in disaster zones, enabling smarter use of local economic capabilities, which in turn improves humanitarian responses.

In 2013, the Citi Foundation partnered with the International Rescue Committee (IRC), a humanitarian aid organization, to research the effectiveness of the EMMA Toolkit in helping humanitarian agencies to actively support local market systems vital to long-term economic prosperity. The findings from this research will be used to improve the use of the EMMA toolkit in emergency contexts.

"This work is a true partnership between private and humanitarian sector thought leaders dedicated to improving the economic resilience of communities affected by disaster around the world," said David Miliband, President and CEO of the International Rescue Committee.

## Employee Volunteering and Engagement

Our longstanding volunteerism efforts are driven by talented employees who donate their time and broad range of skills to benefit organizations and causes in their communities. A global event management system supports more than 900 volunteer leaders and connects volunteers to community partners and activities around the world. Employee affinity groups, including employee networks, business-specific outreach communities, green teams, and volunteer councils, encourage employee engagement through:

- » **Paid Volunteer Day:** We encourage all eligible employees to take one paid day off each calendar year to volunteer for an eligible organization of their choice.
- » **Skills-based Volunteer Programs:** Citi and the Citi Foundation implement volunteer activities that enable Citi employees to deploy their professional skills in an impactful way.
- » **Global Community Day:** Our annual day of service provides the opportunity for employees, along with their friends and family, to come together as a global volunteer team for a common purpose.
- » **Volunteer Management System:** Employees use our online database to research and register for volunteer opportunities in their community and track their engagement hours.

In 2013, to further strengthen our volunteerism efforts, we made the following improvements to our employee engagement outreach strategy:

- » **Increased Recognition:** We celebrated the work of our volunteer leaders across the world and the best volunteering stories of the year through the launch of our first global volunteer recognition program.
- » **Enhanced Resources and Communications:** To make it easier for employees to get involved in volunteering 365 days of the year, we have refreshed the content and design on the Citi Volunteers intranet site, which now directs users to training tools, information and resources.
- » **More Efficient Data Management:** Our upgraded Volunteer Management System is easier to use and improves the way we collect and report on data.

### Global Community Day

Our eighth annual Global Community Day was held on June 22, 2013. Citi colleagues and their families and friends volunteered on community projects that make a difference to people across the world. Volunteers served more than 325,000 hours on community projects focused on literacy, housing, environmental protection, nutrition, healthcare and disaster relief. See the map on the following page for regional highlights.

### Awards

**Citi was awarded the 2013 Points of Light Tribute Award in the corporate category. The awards are presented annually to honor extraordinary volunteerism and services efforts.**

**Citi was recognized as one of the nation's most community-minded corporations for our ability to mobilize business resources and human capital to expand financial inclusion, strengthen communities and advance environmental sustainability.**

**In 2013, Citi volunteers reported 955,606 volunteer hours.**

Year	Volunteer Hours
2009	403,824
2010	608,953
2011	789,000
2012	1,340,433
2013	955,606

### Case Study

#### Making an Impact by Leveraging Citi's Talents

Volunteering provides a benefit to all parties involved: organizations gain value from our volunteers' skills and passion, and our volunteers pull from their on-the-job experiences to increase their leadership and communication skills.

The Citi Foundation partners with the Taproot Foundation—a nonprofit organization that makes business talent available to organizations working to improve society—to expand skill-based volunteerism across our company. Together we developed the Citi Skills Marathon.

This brings together Citi employees with community organizations who need their skills in areas such as in finance and technology. Since 2012, we have hosted seven skills marathons across the U.S., involving 41 nonprofits and more than 200 Citi executives, who have provided over 1,000 hours of pro bono non-legal services.

As part of our commitment to scaling ideas that work, in 2013 we worked with the Taproot Foundation to develop a toolkit to enable Citi to expand the model internationally in 2014.

## Global Community Day 2013

Citi's Global Community Day 2013 drew more than 66,000 volunteers in 473 cities and 95 countries.

### North America



**New York:** More than 3,500 volunteers across the New York metropolitan area took part in 70 service events, including park revitalization, student mentoring and post-disaster rebuilding efforts. In Queens, more than 140 Citi employees and others volunteered at Rockaway Beach, a community hit hard by Hurricane Sandy. Together with partners NYC Small Business Services, New York Cares and NYC Parks, the team cleaned the beach, painted abandoned walls, cared for the new plantings and spent money at local businesses.

**Florida:** Over 100,000 people benefited from 109 events where more than 2,000 volunteers gave more than 9,800 hours in activities including sorting and preparing school materials, painting and landscaping, hosting events and holding skills classes.

**Canada:** 610 Citi Canada volunteers contributed to building an accessible home for a family with disabilities, creating a clean and safe local park, and providing clothes and essential personal care items for women in crisis. The country-wide impact on communities was tangible, with 24 events across 14 locations.

### Latin America



**Mexico:** 2,400 Banamex volunteers took part in 78 events in 44 cities. Green teams around the country coordinated activities including reforestation, environmental education workshops, and cleaning parks and beaches.

**Colombia:** More than 2,000 volunteers participated on various projects in 13 cities, including public school restoration, financial education workshops, park reforestation and recreational activities for at-risk youth.

**Jamaica:** 50 volunteers in Jamaica partnered with Junior Achievement to deliver the "More than Money" lesson to 300 primary school students—teaching about entrepreneurial skills and the importance of earning, spending, sharing and saving money.

**Brazil:** 1,200 Citi volunteers participated in events in 10 locations across the country, where they renovated schools, hospitals and children's homes, organized libraries, gave financial education lessons for children and teenagers and took part in a beach clean-up.

### Europe, Middle East & Africa



**Lebanon:** 45 Citi volunteers provided financial, marketing and sales advice to entrepreneurs who produce gourmet Lebanese foods and delicacies, helping to contribute to rural economic growth.

**Nigeria:** 600 Citi volunteers provided educational aid in partnership with the U.K. Department for International Development to the children of Ikoyi Nursery and Primary School. Volunteers created a comfortable learning environment, donated a fully equipped computer lab, braille machines to the Federal Capital Territory's School for the Blind in Abuja and science and nutrition labs to the children of Community Secondary School in Oroworokwo.

**Spain:** 345 volunteers supported 1,300 beneficiaries through 16 events, including 100 Citi volunteers who distributed more than 474 meals at Las Ventas's charitable dining room and helped distribute more than 7,000 kg of food at the Madrid Food Bank.

**United Kingdom:** More than 850 Citi United Kingdom volunteers participated in over 30 service projects across five cities including career mentoring, job skills development and park revitalization. CEO Mike Corbat joined colleagues in the 25-mile Citi Cycle Challenge, which raised \$152,000 for Shooting Star Chase, a charity helping families care for children with life-limiting conditions.

### Asia Pacific



**Australia:** 1,500 Citi volunteers served throughout June 2013, contributing a total of 200 hours of mentoring and personal development workshops in career and literacy skills to disadvantaged students from migrant and refugee backgrounds, as well as children with additional support needs.

**India:** 1,300 volunteers were involved in a variety of events in support of youth causes from mentoring to greening learning spaces.

**Hong Kong:** More than 3,000 volunteers, under the theme "One Team, One Goal, One Community," participated in 17 events including a charity football tournament to raise awareness and funds for homeless services organizations.

**Philippines:** 3,300 volunteers participated in 19 events across 11 cities. A special team of 54 volunteers from Legal, Marketing, Human Resources, Finance and Operations & Technology coached 55 microentrepreneurs at the Citi Microenterprise Development Center.

## Supplier Diversity

Citi's commitment to enabling social and economic progress is clearly reflected in our long-term efforts to hire diverse suppliers.

Our U.S. Supplier Diversity program started 35 years ago, founded on the principle of encouraging inclusive enterprise by working with the widest possible range of diverse suppliers and consultants in the communities we serve.

Since then, we have engaged with diverse businesses in accounting, equity markets and the legal and technology sectors. We track and report on our procurement, encouraging our business units to use diverse and small businesses when subcontracting and asking our prime suppliers to develop supplier diversity programs of their own.

In 2013, we spent \$758 million procuring goods and services from diverse suppliers, meeting our goal to increase our diverse spend by 10 percent over the prior year. The table (right) shows Citi's six-year total U.S. procurement spend with diverse suppliers.

Citi's Supplier Diversity team seeks to leverage diverse suppliers more effectively through awareness-raising activities and by requiring sourcing managers to identify diverse suppliers who can meet our exacting needs. Citi established a champion network within our sourcing teams to increase collaboration and identify more opportunities to integrate our diverse supplier base.

In 2013, 80 percent of new suppliers selected to provide non-technical temporary staff qualified as diverse suppliers.

### Awards

**In 2013, Citi was a finalist for the Corporation of the Year award sponsored by the New York & New Jersey Minority Supplier Development Council. I. Javette Hines, SVP Citi Supplier Diversity, was nominated for the NMSDC's Coordinator of the Year award.**

## Partnerships

We participate in the Center of Excellence initiative of the National Minority Supplier Development Council (NMSDC), which not only aims to provide access and mentoring for the selected minority business enterprises, but focuses the participating corporate members on improving their Supplier Diversity program best practices.

We have nominated a minority business enterprise (MBE) to the Council's Corporate Plus® membership program, which recognizes the highest caliber minority business enterprises that can handle national contracts for major corporations. After a review, the MBE was accepted onto the program, increasing its exposure to other NMSDC corporate members. Additionally, in 2013 Citi continued its tradition of sponsoring one diverse supplier to the Building a High-Performing Minority Business program at Tuck Executive Education at Dartmouth, United States. This five-day program gives business owners an opportunity to analyze their businesses and identify areas to improve and expand, ensuring their long-term development and success.

Citi continues to use its relationships to provide additional networking and educational events for suppliers. We are an active member of the NYC Small Business Services Corporate Alliance Program, and have spoken on panels for the "Navigating the Corporate Supply Chain" series. In 2013 Citi partnered with the Women Presidents Educational Organization for their Brown Bag Lunch Series for Women's Business Enterprises and a panel focused on understanding the basics of legal agreements associated with corporate procurement functions.

In 2013, Citi also renewed its commitment to the Supplier Connection initiative, a multi-corporation, cross-industry community focused on growing small businesses and creating jobs in the U.S. by connecting them with corporate purchasing professionals.

Pursuing our goal demands new thinking and we look for ideas among outside experts. For example, we attend the annual economic summit of the Greenlining Institute, a public policy, research and advocacy nonprofit.

## Citi's Six-Year U.S. Procurement Spend with Diverse Suppliers

Year	Diverse Spend (\$ millions)
2008	973
2009	928
2010	542
2011	426
2012	626
2013	758

## Case Study

### Using Diverse Suppliers with Sustainability Credentials

Costa Rica is home to a number of key services for Citi, including finance-related functions, human resources, business support, procurement and others, with procurement encouraging further integration of supplier diversity and sustainability.

The country was recently voted the "happiest and greenest" nation in the world by the New Economics Foundation and is renowned for its sustainability practices and policies, which have played a key role in its development strategy. Over 90 percent of the electricity used is produced through renewable means including hydroelectric, geothermal and wind. And in 2006 the national government committed to become a carbon neutral country by 2021, launching incentives for conservation and sustainable development projects.

Having an emerging employee population, with its distinctive background and ideals, enhances the ability to strengthen the local diverse and sustainable supplier chain and expand it through all the regions of the world.

#### SUPPORTING HOMEOWNERS

Sold

# 465

distressed mortgage notes to a nonprofit, helping hundreds of families in the U.S. restructure their home payments.

#### DEVELOPING WOMEN'S CAREERS

Supported over

# 200,000 women

around the world to develop their careers through our Connect: Professional Women's Network on LinkedIn

#### SUPPORTING HOMEOWNERS

Processed

# \$58 billion

in mortgage originations in the U.S.

#### COMMERCIAL BANKING

Served more than

# 100,000

small to medium-sized enterprises in 30 countries through Citi Commercial Banking

## SUPPORTING CLIENTS

We aim to continuously improve the way we support our clients, both individuals and businesses, and respond to their changing needs. We are rebuilding the trust of our customers by focusing on creating economic value and helping to fuel prosperity and progress. We support the development of small businesses, which are critical to the creation of vibrant local communities and the sustained improvement in the global economy. In all our interactions with consumers and customers, we aim to communicate in a straightforward manner.

#### Regulatory Responsibilities

Citi strives towards meeting our legal responsibilities everywhere we operate around the world to comply with the letter and spirit of the law. In the United States, where we must comply with the Community Reinvestment Act (CRA) and fair lending laws and regulations, Citi works with the Office of the Comptroller of the Currency, the Federal Deposit Insurance Corporation, and the Consumer Financial Protection Bureau. In India, we adhere to Priority Sector Lending regulation, which calls on banks to invest in economic development in the country.

Our three U.S. banks have all received the highest possible CRA rating. Citi has also received the highest fair lending ratings.

#### Supporting Credit Card Holders

We are one of the world's largest credit card issuers, with over 142 million accounts, \$365 billion in annual purchase sales and \$150 billion in receivables across Citi Branded Cards and Citi Retail Services. Every day we witness first-hand the value of credit cards to consumers and businesses, when used responsibly. The cards enable individuals and businesses to build credit and to make major purchases that can improve their personal and professional lives.

Small businesses are the engines of local economies. The Citi ThankYou® Rewards for Small Business, and the CitiBusiness ThankYou® Card, both launched in the

United States in 2012, enable small business owners to combine points earned from their business banking and credit cards. This helps them accrue points faster and redeem rewards they can use to grow their businesses. In 2013, our Cards team continued to expand partnerships with the Citibank small business banking team and the commercial banking team to ensure that we are meeting the needs of our small business customers.

In 2013 we conducted research among small to medium-sized enterprise clients in Europe, Middle East and Africa region on their expansion plans. Of those polled, 37 percent of smaller companies expect to expand internationally. We hope to help these businesses become more global through lines of credit and business credit cards. We support card holders facing financial difficulty through a range of programs. Depending on individual circumstances, options include modifying the original loan terms, reducing interest rates or extending the loan term. Our dedicated website, [www.usecreditwisely.com](http://www.usecreditwisely.com), helps consumers avoid delinquency and provides easy-to-use financial calculators and advice on money management.

### Measuring Consumer Satisfaction

Citi is committed to ensuring clients have the best possible experience using our services.

Since 2011, we have used the Net Promoter Score (NPS) system to measure customer satisfaction and advocacy across our global operations. This calculates the degree of loyalty our consumers feel,

expressed as a willingness to recommend Citi to others. In 2013, Citi ranked either first or second in the industry rankings for Retail Bank or Credit Cards in 16 of our 23 priority markets globally.

In addition, for the second consecutive year, Forrester gave Citi top marks for providing customers with better ways to bank online. Forrester reports that Citi offers strong functionality and customer-friendly content.

Interactions with our consumers are increasingly taking place via social media, through our Citi Customer Service Twitter Handles: @AskCiti in the United States and @contactobanamex in Mexico.

Social media is a useful tool to communicate changes and updates to our services. For example, when Winter Storm Nemo hit the U.S. East Coast in February 2013, we used all our consumer-facing social media channels to communicate branch closings, availability of mobile ATMs and Citi's relief efforts to consumers. Citi uses social media to share educational tips and resources to help families with budgeting and general money management.

### Engaging Women In Personal Finance

Citi has a long-standing strategy to engage women as employees and consumers, providing information and an opportunity to learn about and discuss personal finance.

Founded in 2000, Citi's Women & Co. ([www.womenandco.com](http://www.womenandco.com)) is one of the longest-running personal finance sites for women, bringing expertly created and curated content and commentary on the

topics that interest women most. In 2013, Women & Co. published more than 300 articles and blogs and had more than two million unique visitors.

In 2013, Connect: Professional Women's Network on LinkedIn, reached over 200,000 members and extended its scope offline, with meetings held in cities across the United States. This online community, open to all female professionals, aims to modernize professional development for women, making it more relevant, efficient and rewarding. The network hosts content and discussions to move beyond ensuring diversity at Citi to helping women from other organizations to create and make progress in their careers.

### Customer Privacy

Keeping personal information private and secure is critical to maintaining trust. We work to comply with laws governing privacy and security. We train our employees in the proper handling of personal information. Companies that provide services on our behalf are contractually required to protect the confidentiality of personal information they receive.

We serve our clients in many countries and regions and strive to offer privacy choices that reflect the rapidly changing laws governing information management around the world. We invest time, energy and resources to maintain high levels of security and continue to follow stringent and changing regulatory requirements concerning the security of our consumers' personal information and how they can access it.

## Responsible Marketing Communications

We seek to fairly represent our products and services and to communicate with clients in a straightforward way that is jargon-free and transparent.

Product and advertising lawyers, and/or compliance officers, review all our advertising and marketing materials to make sure they clearly and fairly represent the offer, satisfy any product-specific disclosure and contractual demands, and comply with all legal and regulatory requirements.

In Japan, we have developed easy-to-read guides to account features and fees to support credit card holders. This information is available on paper and digitally.

In the United States, our easy-to-read guide to account features and fees, *Plain Talk about Your Products*, is fully integrated into the account opening process. Bankers have enthusiastically embraced Plain Talk guidelines in their conversations with consumers. Separate Plain Talk versions exist for all our core Consumer Checking and Small Business Checking product lines, providing a simple, easy-to-understand summary of account requirements and pricing for consumers and staff alike.

## Supporting Homeownership

For many people, a home is their biggest and most important asset. Homeownership can help build wealth, enable individual progress and support the development of stable, prosperous communities. Citi is one of the few housing lenders operating globally.

We support consumers in all stages of homeownership. For example, CitiMortgage's U.S. SureStart program pre-approves potential homeowners, allowing them to establish a price range before looking for a home. In 2013, Citi processed \$58 billion of U.S. mortgage originations, serving the needs of homeowners.

As the economy recovers from the downturn, many mortgage holders are still at risk of losing their homes and homeownership continues to be a challenge for others.

Citi provides programs that support consumers in buying and keeping their homes. For example, the Citi Office of Homeownership Preservation (OHP) helps those in mortgage difficulty find alternatives to foreclosure. A joint venture between CitiMortgage and Citi Community Development, OHP partners with community and nonprofit organizations to help our borrowers in distress find long-term solutions to mortgage difficulties.

In 2013, our Road to Recovery homeowner assistance program hosted 30 events in cities across the United States, where our experts explored potential solutions with consumers to help find ways to keep them in their homes. In addition to the Road to Recovery program, Citi's travel team participated in 113 events sponsored by partners in 62 cities across the U.S.

Citi is a founding member of HOPE NOW, an alliance of counselors, mortgage companies, investors, and other mortgage market participants that aims to maximize outreach efforts to homeowners in distress to help them stay in their homes.

Citi also participates in government-sponsored programs to help homeowners. These include the Home Affordable Modification Program, the Home Affordable Refinance Program, the Home Affordable Foreclosure Alternatives and the Hardest Hit Funds programs.

## Case Study

### Enabling Families to Become Homeowners

By partnering with the Mexican federal institute for workers' housing (INFONAVIT), Banamex has helped to support over 180,000 Mexican families to become homeowners.

INFONAVIT Total Banamex has enhanced the financial and operational capability of both Banamex and INFONAVIT, through taking advantage of both organizations' costs, scale, controls and operational facilities within the mortgage chain. This has enabled Banamex to serve a much broader spectrum of the population, including more people in the formal financial system.

This program has generated mortgages worth around \$7 billion, of which Banamex funded around \$4.3 billion.





## Innovation in Homeowner Preservation

In June 2013, the National Council of La Raza (NCLR) and CitiMortgage established a unique partnership between a financial institution and a nonprofit organization to help homeowners at risk of foreclosure. NCLR purchased 465 distressed mortgage notes from Citi. It then provided comprehensive foreclosure intervention counseling to the homeowners and restructured and modified their mortgage loans to give them an affordable and sustainable monthly mortgage payment.

Since the closing of the deal, 310 families have begun the process of getting their mortgages restructured.

This groundbreaking transaction will bring relief to families across the country and allow more families to stay in their homes.

"I commend Citi for their role in this historic transaction. It enables NCLR to pursue neighborhood stabilization that is scalable, innovative and results in meaningful solutions for families hardest hit by the economic crisis," said Janet Murguía, President and CEO, National Council of La Raza.

### Affordable Mortgages

Our range of affordable and flexible mortgages helps families for whom home-ownership might otherwise be out of reach. We assist borrowers at risk of default, providing outreach and advisory services. Wherever possible, we provide mortgage modifications or other arrangements to struggling homeowners, and our expert staff coach borrowers and nonprofit counseling organizations. For the fifth consecutive year in 2013, Citi was rated a top performer for our participation in the U.S. government's Home Affordable Modification Program as measured by success rates in public U.S. Department of the Treasury reports.

### Serving Small Businesses

Small businesses create jobs and provide opportunities for local investment and spending. Our objective is to provide as many responsible small business loans as possible.

Through Citi's Commercial Banking, we serve the needs of more than 75,000 small to medium-sized businesses in over 100 cities.

In the U.S., our lending to entrepreneurs has more than doubled since 2009. In 2013 we lent \$9.1 billion to small businesses, surpassing our commitment to lend \$24 billion to small businesses across the U.S. from 2011 through 2013 by \$2.6 billion.

Citi Community Development recognizes the important role of small businesses and supports the sector through partnerships with nonprofits and government agencies that provide training, resources and other services to entrepreneurs.

### Case Study

#### Innovative Mobile Payment Systems Supporting Small Businesses

Citi pioneered an innovative payment solution, Citi® Mobile Collect, making it possible for typically unbanked small grocery stores and other small businesses to replace cash payments to their business providers with mobile transactions.

Introduced in the Dominican Republic and also available in China, India and South Korea, this technology allows small businesses that are not yet part of the banking system to open an account at a partner microfinance institution and perform more secure and convenient business transactions, even in communities with low levels of banking penetration.

This type of cutting-edge technology solution supports the financial inclusion of small businesses, integrating them into the economic ecosystem and supply chains of large providers. Citi® Mobile Collect was named Best Mobile Money Deployment in the Americas in 2013 by the Mobile Money Global Awards.

#### Supporting Businesses to Grow

Renewable energy is a critical source of power for the future of our planet and provides both environmental and economic benefits. In 2009, we spotted the potential of a new business, founded by two people only eight years earlier. Over the last five years, we have supported them in developing from a startup company with limited assets to becoming the market leader in renewable energy, owning the largest wind power portfolio in Latin America.

In Brazil in the early 2000s, this company took advantage of a government program to foster renewable energy investment and began building small hydropower plants with low environmental impacts. These helped Brazil to begin to diversify its sources of energy, contributing to improving energy security and the environment. Following this success, in 2009 the company began exploring wind power in a rural area in northeast Brazil. To move forward with this project, the financiers required the company to secure debt guarantees until the completion of the wind farms.

Citi recognized the benefits that wind energy can bring and the strength of this company's business model and offered them the resources that enabled the project to go ahead. Citi also provided Agency and Trust capabilities in managing finances and accounts throughout the project.

The company, now a Citi client, now employs 225 people, and in 2013, we continue our support for the business in the development of a new portfolio of 15 wind farms in Brazil. As our client continues to grow internationally, we have the capabilities to continue to meet their needs to conduct business in multiple currencies and at a global scale.

## Supporting Small-Scale Farmers in Kenya

Farm yields in Sub-Saharan Africa are among the lowest in the world. Most small-scale farmers in the region depend on rain—an unreliable and seasonal source of water—to grow their crops. KickStart International is making progress by developing water pumps that enable farmers in the region to irrigate throughout the year, helping them to improve crop yields and boost their incomes.

KickStart's mission is to lift millions of people in Africa out of poverty—quickly, cost-effectively and sustainably. Unlike traditional aid models, KickStart doesn't give pumps away, it sells them. According to KickStart's research, the pump has created 150,000 new family businesses, helped 770,000 people move out of poverty, and allowed 240,000 children to attend school. Despite this, KickStart believes it has only reached 10 percent of the market potential in Kenya.

That's where \$2 million in financing from Citi Microfinance and Citi Commercial Bank in partnership with Skoll Foundation comes in. As well as helping KickStart expand the production and distribution of its pumps in Kenya, the loan is an important expression of Citi's confidence in KickStart's social enterprise business model. In addition to financing, as a Citi client, Kickstart is able to use Citi banking platforms to operate efficiently around the world.

The loan exemplifies Citi's commitment to enabling progress makers in the social enterprise sector. KickStart estimates that the \$2 million loan will help it to distribute 7,782 pumps, move over 31,000 people out of poverty and generate over \$27 million in new profits and wages in the country over four years, as well as improve food security.



Martin Fisher,  
Co-founder and CEO,  
KickStart International

## Supporting Veterans and Military Families as Customers and Employees

In 2012 Citi launched Citi Salutes™, formalizing our longtime support for the greater military community. Managed by Citi Community Development, Citi Salutes connects veterans, as consumers, homeowners and job seekers, with the resources and services they need.

CitiSalutes.com is a resource center for veterans and their families looking to understand their rights and protections under the Servicemembers Civil Relief Act and access banking products and services designed to meet their unique needs. We are also helping our men and women in uniform resolve financial difficulties and build economic security.

In addition, Citi has a strong record of hiring veterans in key positions throughout the company. Since 2011, Citi has hired 2,000 veterans. Citi Salutes offers active-duty military, veterans and their spouses a number of career development opportunities through our partnership with American Corporate Partners, Business & Professional Women and Student Veterans of America. Our hiring is complemented by our leadership in broader employment initiatives like Joining Forces and Veterans on Wall Street. Citi also serves on the Veterans Employment Advisory Council as part of the Chamber of Commerce's Hiring Our Heroes.

We are committed to providing veterans with the tools they need to gain employment. In 2013, we partnered with the Iraq and Afghanistan Veterans of America and the Military Spouse Corporate Career Network to create an e-book of tips on how to make the often challenging transition from military service to civilian employment. *Heroes Get Hired* was published by NBC Publishing. Find out more at [www.heroesgethired.com](http://www.heroesgethired.com).

In 2013, the Citi Foundation funded the Realizing Your Dream program, to provide support and opportunities for veterans to become business owners and entrepreneurs.

We are proud that our efforts are being recognized:

- » Citi was named a 2013 "Best for Vets" Employer by Military Times EDGE and 2013 Top 100 Military Friendly Employers by G.I. Jobs.
- » The Citi Salutes initiative received the Advocacy Award from Easter Seals, a nonprofit that provides services to ensure that all people with disability and other special needs, including wounded soldiers, veterans and their families, have equal opportunities.
- » Citi Community Development was recognized as one of the 2013 Outstanding Corporate Partners at the National Coalition for Homeless Veterans (NCHV) Annual Conference in Washington, DC.
- » VeteransPlus named Citi the winner of the inaugural 2013 Financial Institutions Supporting Heroes (F.I.S.H.) Award, which is presented during Financial Literacy month to recognize financial institutions that help foster financial literacy among military personnel and veterans.

## *Heroes Get Hired*

"Our returning troops and their family members can offer an extraordinary combination of leadership, dedication and technical expertise in today's civilian workplace. The information and advice contained in this book is designed to prepare our service members to successfully make the transition from active-duty service to a meaningful job here at home."

—Michael E. O'Neill, Chairman, Citigroup Inc., First Lieutenant, U.S. Marine Corps, 1969-1971

CLIMATE CHANGE  
INVESTMENT INITIATIVE

## Achieved & surpassed

*10-year goal*

to invest \$50 billion  
in activities that mitigate  
climate change

ENERGY AND POWER FINANCING

Completed a new

## Energy & Power Framework

to responsibly guide  
our energy and power  
financing

OPERATIONAL GOALS

## Surpassed *2015 goals*

in operational environmental  
performance for greenhouse  
gas emissions and waste

GREEN TEAMS

# 13

*new green teams  
launched.*

Citi now has green teams  
at 18 locations  
around the world

# ENVIRONMENTAL SUSTAINABILITY

Citi has a long history of environmental stewardship, and our business helps to drive innovative solutions to environmental and social challenges. We work to make our operations as efficient and sustainable as possible while leveraging our businesses and partnering with clients to make progress on environmental issues.

Our environmental sustainability strategy focuses on three pillars:

**OPERATIONS**  
Managing the environmental footprint of our operations

**ENVIRONMENTAL AND SOCIAL RISK MANAGEMENT**  
Proactively assessing and managing environmental and social risk associated with client transactions

**OPPORTUNITIES**  
Financing solutions that help address climate change and other environmental challenges

## Management

Ultimate responsibility for Citi's performance on Corporate Citizenship issues, including the environment and human rights, rests with Citi's Board of Directors. Oversight of these issues is included in the charter of the Nomination, Governance and Public Affairs Committee of the Board.

Citi's Environmental and Social Policy Review Committee, made up of senior managers from across Citi business units, provides guidance on environmental sustainability issues. The Director of Corporate Citizenship and the Institutional Clients Group Managing Director of Business Development co-chair the committee.

Responsibility for other key environmental matters rests with the following groups:

- » **Citi's Corporate Sustainability team** is responsible for overall strategy setting and internal coordination as well as stakeholder engagement
- » **Our Corporate Realty Services unit** manages the environmental footprint of our operations and is responsible for meeting our operational environmental goals
- » **The Citi Procurement Services group** oversees our sustainable supply chain initiatives
- » **Our Environmental and Social Risk Management (ESRM) unit** sets the firm's environmental and social risk policies and procedures, reviews transactions subject to those policies and works closely with bankers to advise clients on meeting international best practice
- » **Various Citi business units** contribute to our environmental sustainability performance through their development of environmental finance solutions.

## Operations

Managing our direct impacts and footprint is a key focus of our environmental program, and we strive to make continual progress in operational efficiency and green building. Our long track record of progress toward sustainable operations provides visible evidence to our stakeholders, helping build credibility with our employees and clients so we can better support their own progress.

We measure our operational environmental footprint—carbon emissions, energy use, water consumption and waste (generated and diverted from landfill)—and analyze the data to optimize performance. Our reporting includes nearly 12,000 facilities globally, from skyscrapers and data centers to Citi retail branches and ATM kiosks.

### Operational Environmental Goals

Our 2015 Operational Environmental Goals, set in 2010, help us track and improve our environmental performance. These goals use a base year of 2005 and apply across Citi's global operations. To assure global participation and continued progress toward our 2015 commitments, we also set annual internal targets.

### Regional Operational Environmental Performance

(based on 2005 baseline)

	GHG Emissions (mt)	Total Energy Consumption (GWh)	Total Water Consumption (m3)	Total Waste (mt)
North America	464,009	1,053	3,690,904	28,850
Latin America	151,514	399	1,542,043	13,672
Asia Pacific	234,809	386	926,743	9,224
Europe, Middle East & Africa	137,510	307	602,627	8,361

We have made tremendous progress in reducing our environmental footprint, surpassing our 2015 goals for waste and GHG emission reductions in 2013, two years early. These accomplishments are significant milestones for our environmental program.

### Operational Goals and Progress

#### ■ Percent of goal complete

**25% reduction in absolute GHG emissions**



**40% reduction in waste stream to landfill**



**20% reduction in water consumption**



**15% of global real estate portfolio LEED certified**



**20% improvement in portfolio energy efficiency**



### Greenhouse Gas Emissions

We work to reduce our greenhouse gas (GHG) emissions through increased efficiency. We take a three-pronged approach:

- » Investing in more efficient equipment such as LED lighting
- » Improving the performance of existing equipment through a data-based approach that identifies and addresses equipment inefficiencies
- » Undertaking initiatives to reduce emissions, such as on-site generation of electricity from natural gas.

We have made remarkable progress, achieving our goal of a 25 percent reduction in absolute GHG emissions two years early. Citi has reduced its emissions by 294,759 metric tons from baseline year 2005, which represents a 25 percent absolute reduction. This measure includes green power offsets sourced for Leadership in Energy and Environmental Design (LEED) buildings through renewable energy credits (RECs).

Not content to rest on our laurels, we are targeting larger reductions. Having reached our 2015 goal early, we are announcing a new interim goal to reduce absolute GHG emissions by 25 percent by 2015, independent of RECs. (We will

continue purchasing RECs as part of our green building initiatives and to support renewable energy markets, though we will not apply these toward our interim goal.)

We follow the Greenhouse Gas Protocol when measuring and reporting our GHG emissions. Almost all Citi's operational GHG emissions are indirect (Scope 2), emitted during the generation of the electricity we purchase. For more information, read our 2013 environmental performance highlights [here](#).

### Scope 3 Emissions

Citi reports annually on Scope 3 GHG emissions from employee air and train travel and portfolio CO<sub>2</sub> emissions from thermal power plants we project finance (both new builds and expansions). Our 2013 Scope 3 emissions can be found below and in Citi's 2013 environmental performance highlights.

While our influence over emissions from these sources is often limited, we require all energy projects we finance to meet our ESRM Standard. In 2013, we project financed one thermal power plant. The lifetime emissions from this plant, proportionate to Citi's share of total project costs, are 9.7 mmt of CO<sub>2</sub> based on a 30-year plant lifetime and 19.4 mmt based on a 60-year plant lifetime.

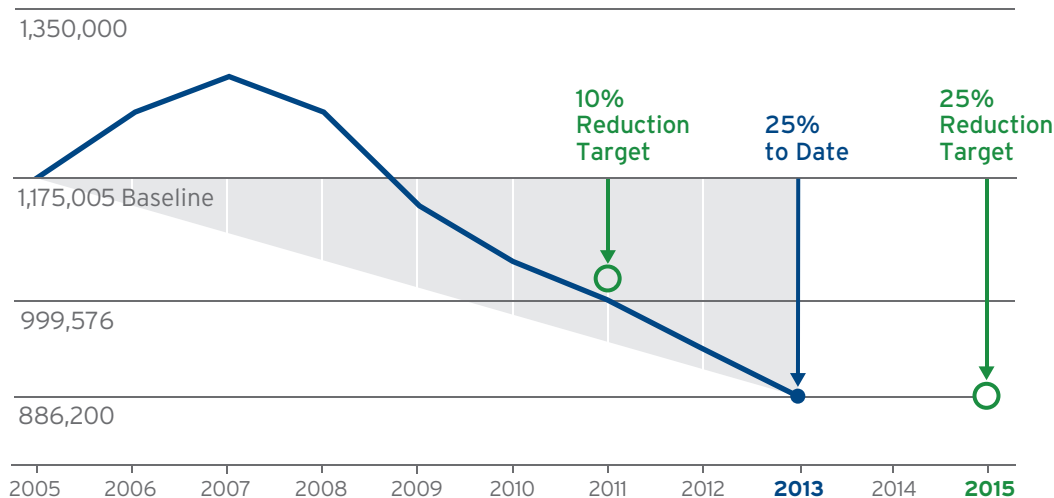
Thanks to the commitment of Citi's employees, we have reduced our absolute GHG emissions by 25 percent since 2005—a reduction nearly unparalleled in our industry.

Since 2005, Citi has reduced its greenhouse gas emissions by 294,759 metric tons, more than the double the annual emissions of the country of Monaco.

### GHG Footprint Goals and Actuals

(Net Scope 1 and 2 Emissions)

Absolute net CO<sub>2</sub>e emissions (mt)



**GHG Emissions by Region, 2013**

	Scope 1 CO <sub>2</sub> e	Scope 2 CO <sub>2</sub> e	Total CO <sub>2</sub> e
North America	23,591	440,418	464,009
Latin America	2,105	149,409	151,514
Asia Pacific	5,423	229,385	234,809
Europe, Middle East & Africa	6,484	131,027	137,511

**GHG Emissions, Scope 3**

	Baseline 2005	2009	2010	2011	2012	2013
Business Air Travel CO <sub>2</sub> e (mt)	N/A	87,000	100,243	119,179	123,302	150,967
Business Train Travel CO <sub>2</sub> e (mt)	N/A	N/A	N/A	N/A	N/A	5,335
<b>Thermal Power Plant Emissions</b>						
30-year Plant Life CO <sub>2</sub> (mmt)	N/A	8.7	0	7.4	0	9.7
60-year Plant Life CO <sub>2</sub> (mmt)	N/A	17.4	0	14.8	0	19.4

The Greenhouse Gas Protocol is developing a new methodology for reporting Scope 3 Financed Emissions, and Citi is chairing the Technical Working Group on GHG accounting for financial services provided to companies/projects.

**Carbon Disclosure Project (CDP)**

The CDP is an international NGO that provides a global system for companies and cities to measure, disclose, manage and share environmental information. Citi has responded to the CDP since its inception in 2003.

In 2013, we scored 95 out of 100 on our disclosure of GHG emissions, a significant improvement from our score of 80 in 2012. This progress was largely due to an enhanced reporting process and improved analytics. We were placed in band B on climate performance. Our response to the CDP is available [here](#).

**Renewable Energy**

We believe it is important to support clean energy, and we purchase energy from renewable sources to support our LEED Green Building Program. In 2013, we purchased RECs equivalent to 101,642 metric

tons of GHGs to help offset emissions from our LEED properties. We ranked 22nd in the 2013 Green Power Partnership list of Fortune 500 companies published by the U.S. Environmental Protection Agency (EPA).

**Energy Efficiency**

We aim to improve energy efficiency across our buildings worldwide by 20 percent (from a 2005 base year) by 2015. We accomplish efficiency gains through the construction of high-performance buildings, retrofits, and the use of efficient equipment and technologies. Our total energy use in 2013 was 13 percent lower than in 2005. Thirty-three Citi-managed buildings have been certified with the Energy Star label (the energy efficiency symbol awarded by the EPA) or a regional equivalent for properties outside the United States.

In 2013, our Citi Realty Services group also promoted energy awareness by organizing widespread participation in the World Wildlife Fund's Earth Hour celebration. To observe the event, 2,113 Citi facilities in 865 cities across 88 countries turned off their lights.



Efficiency initiatives have helped us cut global water use by 679,507 cubic meters compared with 2005 levels—equivalent to the liquid in 1.84 billion cans of soda (which, stacked end-to-end, could circle the globe five and a half times).

**LEED**

We take a strategic approach to reducing our buildings' impact on the environment. We design new sites to minimize their impacts, embedding the principles of the U.S. Green Building Council's design standard, LEED, into both our design and refurbishment process. Citi is also one of the first companies to take part in the LEED Volume Build Portfolio Program, which strives for uniformity in the design, construction and management of buildings to achieve economies of scale and reduce costs.

Our goal is to have 15 percent of our global real estate portfolio LEED certified by 2015, and we reached 11 percent certification by the end of 2013. In total, we have 215 LEED-certified projects (6.8 million square feet) across 24 countries.

**LEED Certification by Region**

	Total Certified Projects	Total Certified Square Footage (SF)	Operating SF as of 12/31/13
North America	159	4,506,303	26,612,789
Latin America	3	36,029	17,986,127
Asia Pacific	37	1,759,821	12,262,757
Europe, Middle East & Africa	16	502,273	7,195,807
<b>Total</b>	<b>215</b>	<b>6,804,426</b>	<b>64,057,480</b>

**Water**

We have made significant progress in reducing our water consumption through more efficient technologies. By adopting innovations such as rainwater harvesting and installing water-efficient appliances and fixtures when we refurbish wash-rooms, kitchens and gyms in our facilities, we have cut water use by 9 percent, or 679,507 cubic meters from 2005 levels.

**Waste**

Through numerous initiatives to reduce waste to landfill, we have already surpassed our 2015 goal of a 40 percent diversion (from 2005 volumes). These initiatives are managed locally, and teams around the globe have made incredible progress, refining their operations to increase efficiency and cumulatively cut our waste to landfill by 41 percent. Highlights from 2013 include:

- » Citi partnered with e-Cycle to repurpose and recycle employees' old wireless devices at many Citi locations across North America, collecting more than 7,000 phones and donating resale profits to multiple charities
- » At Citi locations in London and Ireland, we improved our recycling system and boosted our recycling rate by 70 percent, diverting 2,700 metric tons of waste from landfill
- » Citi partnered with reFashionNYC on a clothing donation project that has already kept more than 12,000 pounds of clothing out of landfills and benefited Housing Works thrift stores, which support the homeless afflicted with HIV/AIDS.

*Case Study*

**New LEED Projects around the World**

Citi expanded its support of green building around the world in 2013, completing a number of prominent projects. Our headquarters in Pune, India, achieved LEED Platinum certification—the highest level of recognition available under the LEED system. Citibank Zambia's new headquarters building was confirmed as the first project in that country certified by LEED Commercial Interiors. Additionally, our headquarters building in Port-au-Prince, Haiti, is the first in the country to receive LEED certification.

## Data Centers

Citi's data centers around the world support the delivery of our products and services to our customers. These large facilities house thousands of servers, as well as data storage and networking equipment. They account for nearly 20 percent of Citi's total energy use globally and offer opportunities to save both operating costs and greenhouse gas emissions.

Our focus is to optimize IT equipment utilization, virtualize and consolidate hardware and reduce the amount of energy required to support and cool this equipment. To this end, since 2008, Citi has eliminated 50 data center facilities by increasing the number of virtualized servers to 40,000, increasing our global server utilization to 55 percent (a 12 percent increase from 2012), and increasing global storage utilization to 72 percent (also a 12 percent increase from 2012). In 2013, we replaced 3,850 legacy servers with 3,400 new, more energy-efficient servers. This reduced energy use by 325 kilowatts while increasing processing capacity.

## Sustainable Technology

In 2013, Citi continued our Desktop Standardization Initiative (DSI), which will move two-thirds of employees' computers to Virtual Desktop solutions by mid-2014. The DSI combines machines that are less energy intensive with a cloud computing environment to enable us to consume less energy and contribute to our environmental sustainability objectives.

Additionally, Citi's Work Strategies program is reducing environmental impacts by helping employees work flexibly, including from home and at client sites. This often cuts down on commuting by car, reducing harmful tailpipe emissions and fuel consumption and cutting energy use in our offices.

## Engaging Employees

To achieve continual progress in sustainability, we must embed environmental concerns not only into our operations but also our corporate culture. Citi's green teams are the ambassadors for our environmental initiatives, playing a key role by executing targeted campaigns, recycling programs, speaker series and volunteer efforts that promote sustainable practices. Citi has green teams at 18 sites, across our North America, Latin America, and Europe, Middle East and Africa regions, with more than 2,400 total members.

We support the growth of the green team network by providing resource toolkits, training and mentorship to members. In 2013, we organized bimonthly network calls, held trainings and provided teams with opportunities to communicate sustainability tips through Citi social media accounts. Many of our 2013 efforts focused on helping teams create metrics and goals relevant to their local activities in order to track impacts, drive participation and show results. We also rolled out network-wide metrics to track cumulative green team progress around the world, which will help us steer centralized resources to priority projects.

Highlights of our employee sustainability efforts in 2013 included:

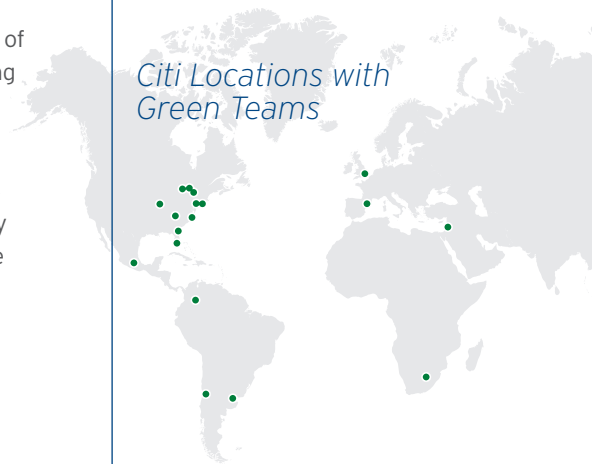
- » 123 educational events led by green teams around the world
- » 2,642 hours of sustainability-related volunteer work, including the planting of more than 6,600 trees and the clearing of more than 50 acres of park, beach, and forest
- » The Warren, New Jersey, green team's helping helped Citi win the New Jersey DriveLess Employer Challenge and the Smart Workplaces Platinum Award by promoting sustainable transportation options to employees.

## Case Study

### Earth Week 2013

In observance of Earth Week 2013, Citi held more than 230 events in 37 countries and 78 cities around the world. Employees took a wide range of actions calling attention to environmental sustainability, including:

- Citi employees in Tampa, Florida, launched an initiative to recycle coffee grounds
- 25 Citi employees in New York City helped four sustainability nonprofits tackle their most pressing finance and HR needs through the Citi Skills Marathon, a skills-based pro bono volunteering program
- Employees in the Philippines partnered with the Virlanie Foundation, a nonprofit organization that cares for disadvantaged children and families, holding a magazine drive to help a group of street mothers make and sell paper bead jewelry
- A Citi office in Colombia launched a recycling partnership with Kimberly Clark.



## Sustainability in Our Supply Chain

Citi's Supply Chain Sustainability program is driven by our mission to create mutually beneficial supplier relationships that deliver cost-competitive, superior products and services while achieving our environmental, social and governance objectives. Our sustainable supply chain initiative is anchored by the guidelines set out in our **Statement of Supplier Principles**.

Our Corporate Responsibility Questionnaire (CRQ) assesses how well potential and current suppliers are managing governance, environmental sustainability and supplier diversity initiatives within their business. The CRQ helps us drive progress toward sustainability and responsibility throughout our global supply base, and we use CRQ responses to help shape our procurement strategies.

In 2013, we implemented the CRQ in Colombia. The CRQ is now being used in three countries, and we will introduce a global questionnaire for use in all countries during 2014.

Other tools we use to advance sustainability in our supply chain include:

- » **Environmentally Preferable Purchasing Toolkit:** identifies key environmentally preferable characteristics for various goods and provides suggested bid and contract language
- » **Sustainable Paper Guidance:** provides specifications for office paper and stationery
- » **Supplier Diversity & Sustainability Risk and Control Framework:** defines known regulated risks in Citi's supply chain as well as their control, monitoring and reporting requirements
- » **Environmental, Social & Governance (ESG) Indicator to Metric Workbook:** maps 30 ESG issues against data collected from suppliers.

## Sustainable Purchasing

Our Environmentally Preferable Purchasing (EPP) initiative, launched in 2012, focuses on procurement of office products and services, print production and facilities. Our EPP guidelines provide flexibility for regional considerations and pricing.

The Citi Procurement Services master contract template includes language about sustainability, making EPP best practices a consideration in all contracts. In addition, the supply chain sustainability team looks to partner with and develop innovative strategies for environmentally preferable purchasing with business partners and suppliers.

## Environmental and Social Risk Management

Citi is a longstanding leader in creating and implementing robust environmental and social risk policies and procedures. We use our Environmental and Social Risk Management (ESRM) Standard to work collaboratively with clients to proactively identify, minimize and manage the risks in client activities and projects we finance. We were the first U.S.-based financial institution to develop a comprehensive ESRM Standard, and we continue to drive progress in ESRM.

Following our co-founding of the Equator Principles in 2003, we established our ESRM Standard in 2004 within our Institutional Clients Group (ICG), which covers our corporate and investment banking activities. In 2012, the Citi Policy Committee approved a Citi-wide ESRM Policy to cover all of Citi's business units to ensure that we have consistent policy standards across the firm. In mid-2013, Citi's Global Commercial Bank, a unit in our consumer business, created its own ESRM Standard to reflect the Citi-wide Policy.

Prompted by the need to incorporate the recent changes to the Equator Principles (EP) and certain diligence processes in Citi's new Energy and Power Sector Framework, in 2013 we launched a comprehensive update of the ICG ESRM Standard. The new EP are effective for Citi and all EP financial institutions as of January 1, 2014, and the broader ESRM Standard update will be finalized and released in April 2014.

Our ESRM unit supports bankers across the firm by reviewing transactions with potential environmental or social risk, and defining appropriate mitigation measures. In addition to identifying and mitigating the risks and impacts of specific client activities, these reviews include an assessment of the client's broader commitment, capacity and track record on environmental and social issues. Our ESRM unit is located in New York and reviews transactions globally, with support from regional "ESRM Champions"—credit risk officers with additional ESRM review and advisory responsibilities.

## Citi ICG ESRM Standard

The ICG ESRM Standard covers a broad range of financial products in sectors where the use of proceeds is known and tied to a specific physical project or asset, and which meets certain financial thresholds, identified in the table on the following page.

In emerging markets, we review transactions against:

- » **International Finance Corporation (IFC) Performance Standards**, which cover a range of cross-sector issues such as biodiversity, resettlement, indigenous peoples, community health and safety, and labor conditions
- » **IFC Environmental, Health and Safety (EHS) Guidelines**, which provide pollution prevention, safety and best-practice guidance to 63 industry sectors.

ICG's ESRM Standard also includes a number of specific sector standards that address issues not fully covered by the IFC guidelines, including Citi's:

- » Sustainable Forestry Sector Standard
- » Nuclear-Related Transactions Sector Standard
- » Mountaintop Removal Mining Environmental Diligence Process
- » Carbon Principles (for U.S. coal-fired power plants).

In addition, as one outcome of Citi's Energy and Power Sector Framework, we are incorporating new sector approaches

into our 2014 ESRM Standard update, covering our Oil Sands Risk Review Process and Shale Risk Review Process.

The ESRM Standard provides guidance on transactions in "Areas of High Caution and Special Focus," which include critical habitats, areas of high conservation value or significant cultural heritage value, indigenous peoples and large-scale resettlement. Such high caution issue areas will trigger enhanced due diligence and a greater degree of review and scrutiny. The Standard prohibits the financing of transactions involving forced labor, harmful child labor and illegal logging.

**Financial Thresholds for Citi ICG ESRM Standard**

Transaction / Product Type and Required Threshold Amount
<b>Equator Principles (EP) Project Finance Transactions</b> Project capital costs: \$10 million
<b>EP Project Finance Advisories</b> Estimated project capital costs: \$10 million
<b>EP Project Finance Transactions for Existing Projects and Refinancings</b> Project capital costs: \$10 million
<b>EP Bridge Loans</b> Total facility amount: \$10 million when takeout will be project finance, \$100 million when takeout will be EP Project-Related Corporate Loan
<b>Corporate and Government Loans</b> Total facility amount: \$50 million (in aggregate)
<b>EP Project-Related Corporate Loans</b> Total facility amount: \$100 million (in aggregate) where majority of proceeds is related to one project
<b>Official and Export Agency Loans</b> Total facility amount: \$50 million
<b>Acquisition Finance</b> Total facility amount: \$50 million (in aggregate)
<b>Debt Securities Placements or Underwritings (Bonds)</b> Underwriter or arranger of debt securities placements or underwritings of \$50 million (in aggregate)
<b>Equity Underwriting Transactions</b> Underwriter, arranger or placement agent for the selling of equity securities of \$50 million (in aggregate)
<b>Equity Investment</b> Firm (Citi) equity investment of \$5 million
<b>LCs, Bid Bonds and Performance Bonds</b> Relevant instruments of \$50 million (in aggregate)

*Case Study*

**Client Engagement on an Area of High Caution**

In mid-2013, an extractives company approached Citi for a small loan facility to support a subsidiary. During the due diligence process, Citi's ESRM unit found that the subsidiary was the target of civil society allegations over a proposed new development with potential adverse impacts on indigenous peoples living in an area of high biodiversity and cultural value. The ESRM unit determined this triggered the "Areas of High Caution and Special Focus" component in Citi's ESRM Standard, requiring a heightened level of due diligence. As we were not able to become comfortable with the risks, ESRM declined to approve the transaction.

After declining the transaction, ESRM engaged the client in additional conversations both in person and over the phone, at the subsidiary level and the corporate parent level. After several months of due diligence and client engagement, the ESRM unit attained a level of comfort with the corporate parent's social and environmental policies, programs and operations. The unit approved the corporate parent for future corporate loan facilities but continued to decline support to the specific subsidiary.



## Socioenvironmental Risk Workshop in Peru

Citi has established itself as a thought leader in Environmental and Social Risk Management (ESRM) in the financial sector, and Citi employees regularly use their expertise to help others make progress in this area. Peru's banking regulator, Superintendencia de Banca, Seguros y AFP (SBS) sought to leverage Citi's ESRM knowledge while developing "socio-

environmental risk" regulations for all Peruvian banks. In April 2013, Shawn Miller, Citi's Global Head and Managing Director of ESRM, held a workshop in Lima, Peru, for SBS senior management and staff.

SBS is modeling its rules on the Equator Principles and other international environmental finance standards. Miller's sessions focused on Citi's market leadership and

experience regarding the Equator Principles for project finance, the drivers and lessons learned in integrating environmental and social risk into a bank's lending and credit risk decision-making, and case studies to highlight key risk areas. Efforts like this workshop allow Citi to spread good practices in ESRM to partners around the world, improving global market integrity.

### ESRM Review Process

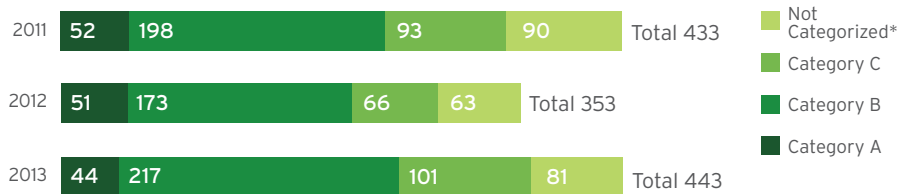
Citi has in place a well-developed process for managing environmental and social risks in transactions. At the initial marketing stage, Citi bankers and risk managers around the world identify transactions subject to the ESRM Standard, via appropriate trigger points found in our credit risk policies and procedures. The ESRM unit then reviews and categorizes these transactions, using the following IFC criteria:

- » A: expected to have significant adverse social and/or environmental impacts that are diverse, irreversible or unprecedented
- » B: expected to have limited adverse environmental and/or social impacts that are few in number, generally site-specific, largely reversible and readily addressed through mitigation measures
- » C: expected to have minimal or no adverse impacts.

The ESRM unit then lays out requirements to meet international good practice and thereby comply with Citi's ESRM Standard. If a transaction proceeds, Citi works with the client to properly identify risks, mitigate and manage impacts, and meet all ESRM requirements. When needed, an independent environmental and social consultant is hired to assist in this process. If gaps in the client's current environmental and social plans, policies or practices are found, the ESRM unit and client agree on an "Environmental and Social Action Plan" detailing specific actions, deadlines and persons responsible to fill these gaps. This Action Plan becomes a binding covenant of the loan agreement, with compliance monitored either by an independent consultant or internally by the client's environmental team members, and results reported to Citi on a regular basis.

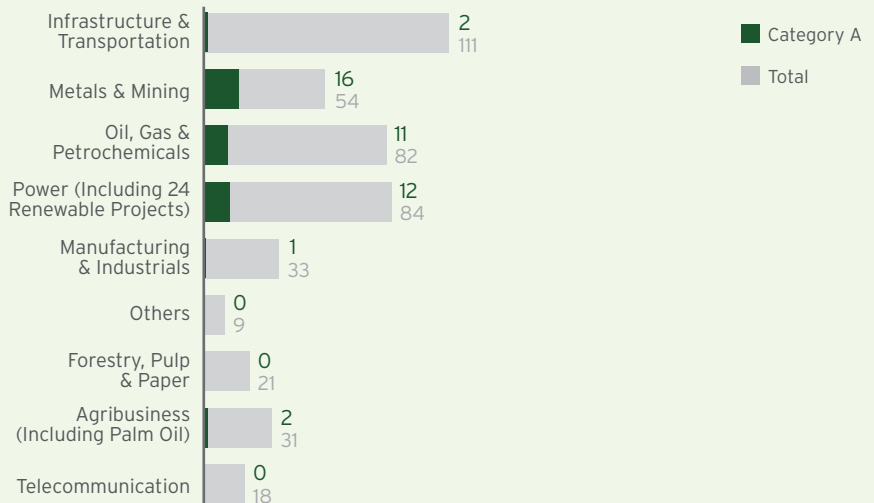
In addition, Citi portfolio managers conduct annual credit reviews of all transactions, ensuring client compliance with covenants, including those on environmental and social matters. Our Internal Audit team selectively audits transactions across the company to ensure due diligence and compliance with all Citi policies, including the ESRM Standard.

### Transactions Receiving ESRM Review

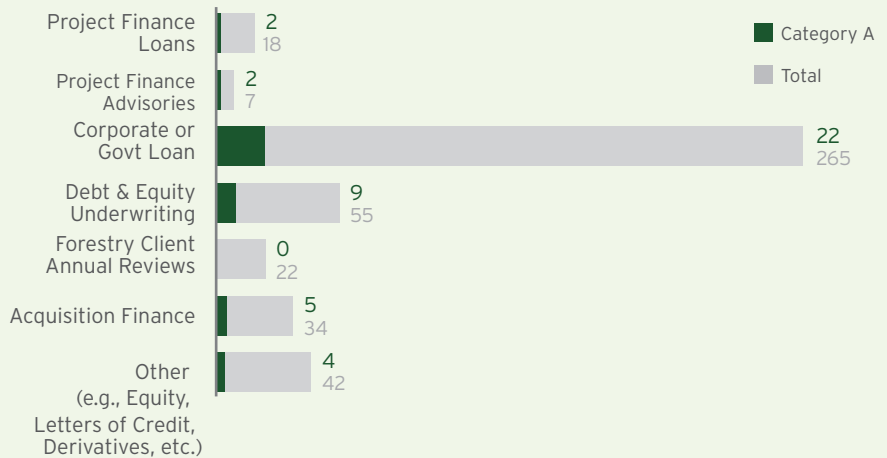


\* Forestry and palm oil annual reviews, transactions below ESRM Standard financial thresholds, and general corporate purposes transactions are not categorized.

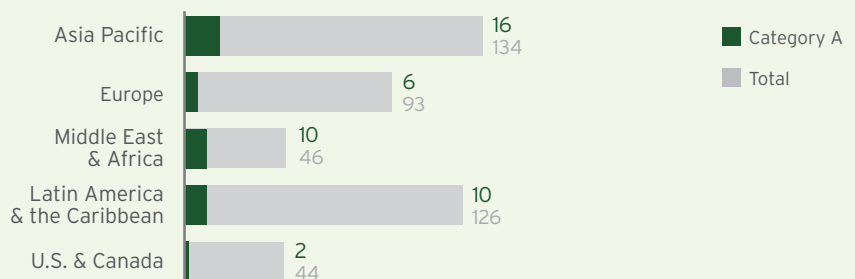
### Transactions Receiving ESRM Review by Sector\*\*



### Transactions Receiving ESRM Review by Financial Product Type



### Transactions Receiving ESRM Review by Region



\*\* There were no transactions subject to the Carbon Principles in 2013.

### Supporting the Equator Principles

Responsible project finance supports environmental and social progress. Citi was a co-founder of the Equator Principles (EP), the leading global framework for managing environmental and social risks in project finance. Launched in 2003 with 10 initial members, the EP Association has since grown to include 79 financial institutions around the world.

Following the conclusion of our term as Equator Principles Association Chair (2010-2012), Citi has continued to play an active leadership role in updating the EP and serving on the Association's Steering Committee. Citi led the scope working group that expanded the framework to include financial products beyond project finance and was a key member of the EP drafting committee that worked to review and incorporate internal and external stakeholder feedback. Citi also led the biodiversity working group, which formalized EP participation in the Cross-Sector Biodiversity Initiative (CSBI). This partnership with the International Council on Mining and Metals and the International Petroleum Industry Environmental Conservation Association was created to develop and share good practices and practical tools to apply IFC Performance Standard 6 on Biodiversity Conservation.

The updated Principles, known as EP III, were formally approved by the global EP membership in May 2013. Their expanded scope includes project-related corporate loans and bridge loans and clarifies guidelines for project finance advisory activities. For member financial institutions, the updated EP will provide greater consistency and transparency as well as strengthened risk management related to climate change, human rights and indigenous peoples. During 2013 Citi started a transition period to fully align our policies and procedures with EP III, and as of January 1, 2014, Citi is applying EP III requirements to all transactions subject to the EP.

### Equator Principles Reporting

Citi reports annually on our implementation of the EP. In 2013, we received an independent accountant report from KPMG, LLP, on the number of EP transactions receiving review by ESRM and the number of transactions that were funded (project finance loans) or mandated (advisories).

Citi will begin reporting in accordance with the new EP III reporting requirements once a full year of implementation data is available at the end of 2014.

### ESRM Training

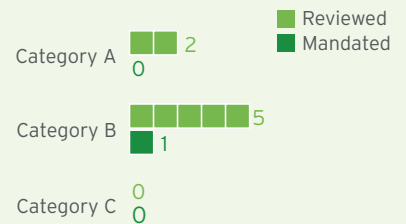
ESRM training is an important part of preparing our bankers and risk managers around the world to implement our policy consistently and effectively. We use remote and in-person training to familiarize employees with the ESRM Standard and procedures. In 2013, we fully integrated environmental and social topics into Citi's week-long Essential Risk Skills course, which educates employees on the full spectrum of risk in the financial sector. Additionally, we hold targeted, in-person ESRM training sessions for relevant bankers and risk managers (those working in project finance, export and agency finance, and other sectors exposed to significant ESRM risk). Over the course of 2013, 504 Citi employees received ESRM training, including in-person training sessions in Indonesia, Japan, Malaysia, Mexico, Nigeria, the United Kingdom and the United States.

### Energy and Power Sector Framework

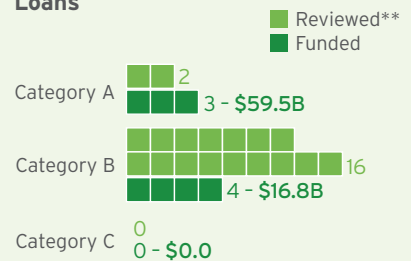
We recognize that energy is critical to the lives and businesses of our customers, clients and business partners. In 2013, Citi developed an Energy and Power Sector Framework ("the Framework") to define our vision, values, and principles governing our business in the energy and power sectors. The Framework defines our commitment to support a sustainable future in these sectors by integrating sustainability into our business and risk management strategies. Our vision is to be a leader in advancing progress in energy solutions that are economically sound and environmentally and socially responsible.

### 2013 Project Finance Covered by the Equator Principles\*

#### Project Finance Advisories



#### Project Finance Loans



\*\*\*Total \$76.3B

#### Project Finance Loans by Sector

	A	B	C
Power		3	
Oil & Gas	2		
Mining	1		
Manufacturing		1	

\* The metrics in all three tables above are included in the Independent Accountant's Report issued by KPMG, LLP.

\*\* All project finance loans are reviewed in the marketing phase and may not reach the funding stage for a number of reasons not directly tied to environmental reviews. Funded projects may have been reviewed in previous years.

\*\*\* Projected costs of funded projects.

Meeting current and future energy demands requires a balanced approach that relies on both fossil fuels and low-carbon energy sources. In the coming decades, developing markets are projected to dominate energy growth, and changes in the global energy mix will present new environmental and social risks. The Framework will enable us to respond to these changes and to new emerging risks as they arise. The Framework complements our ESRM Standard, which provides detailed policies and procedures for individual energy and power sectors. Relevant components of the Framework have been incorporated into the ongoing ESRM Standard update, which will be officially finalized and launched in April 2014.

### Due Diligence on Mountaintop Removal (MTR) Mining

In 2013 Citi closed four transactions for companies involved in MTR; however, three of these transactions were amendments of existing transactions, two of which decreased our credit exposure to these clients. Because of the nature of these transactions, they were not subject to the MTR process; however, we continue to have ongoing ESRM engagement with these clients. Read about Citi's MTR Mining Environmental Due Diligence Process here.

#### 2013 Transactions Subject to the MTR Process

Result of Transaction	
Approved and Closed	1
Did Not Proceed	0
<b>Total</b>	<b>1</b>

### Human Rights Reporting

Citi's ESRM Standard incorporates many human rights issues, including labor risks, security risks, the rights of indigenous peoples, and large-scale resettlement, via the IFC Performance Standards and the Equator Principles.

The IFC Performance Standards are consistent with relevant International Labour Organization (ILO) Core Labor Standards and Conventions. Since 2011 they have included strengthened human rights language and appropriate triggers to reflect the UN Guiding Principles for Business and Human Rights. Further information on Citi and human rights is in the Governance section.

In 2013, Citi closed eight transactions in which we conducted enhanced due diligence under our ESRM Standard, consistent with our Human Rights Position Statement. The ESRM unit identified those transactions with human rights risks during the initial due diligence phase and ensured prior to financial close that the risks were properly mitigated and managed by our clients.

#### 2013 Closed Transactions Reviewed under Citi's Statement on Human Rights

Human Rights Risk	# of Transactions Where Risk Was Identified and Managed
Indigenous Peoples	2
Labor Risks	1
Resettlement	3
Security Risks	3

*In 2013, Citi closed 8 transactions where we conducted due diligence under our Human Rights Position Statement.*

*The total in the table above adds up to up more than 8 because one transaction may have more than one human rights risk.*

### Case Study

#### Monitoring an Equator Principles Transaction

In 2012, Citi joined five other Equator Principles Financial Institutions (EPFIs) as a member of a \$375 million project finance banking syndicate for a gas pipeline in Latin America. While financing closed in 2012, Citi and the other EPFIs continued to monitor the project's environmental and social performance in 2013.

An independent environmental and social consultant classified the project under Category B of the EP categorization system because it ran along the corridors of existing roads and transmission lines and therefore did not result in any resettlement or habitat conversion. However, part of the pipeline route traversed areas with a history of violence, leading to security concerns for construction crews. The EPFIs crafted the project's Environmental and Social Action Plan (ESAP) to address this risk, setting a requirement for the project sponsor to update plans for construction worker safety and to ensure these plans complied with the Voluntary Principles on Security and Human Rights, a set of Principles which Citi supports. These updated plans were delivered to the EPFIs three months prior to start of construction as required by the ESAP and were found to satisfy EP requirements.



## Advancing Environmental Solutions

Citi's business capabilities and expertise can help catalyze sustainable solutions. Our products and services support progress on major environmental problems, including climate change, water scarcity and threats to biodiversity. We drive progress through our traditional business channels and by setting up units specializing in financing environmental solutions.

Managing our own environmental footprint provides us with experience and market insight that we can leverage with clients. This integration of operations and banking adds to our expertise, creating value for clients and partners.

We finance clean energy projects and work to understand the business implications of resource scarcity. The knowledge we gain can create new revenue streams and further establish Citi as a preferred partner for businesses affected by key environmental and social issues.

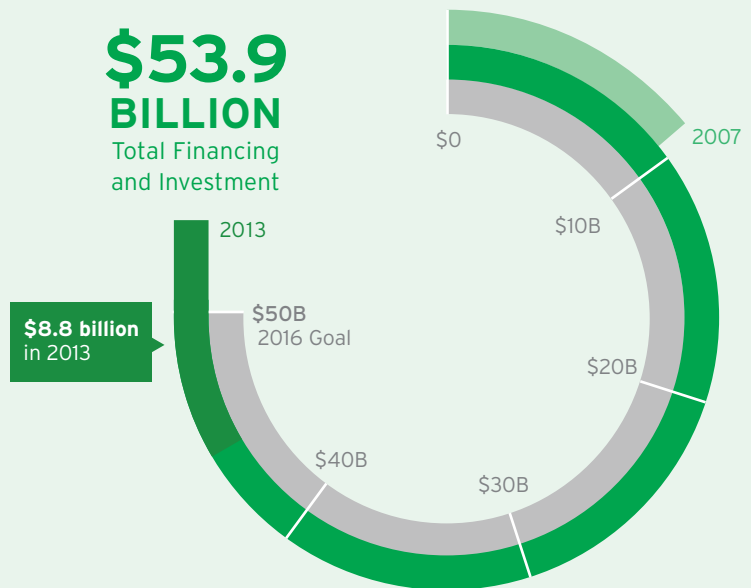
### \$50 Billion Climate Change Investment Initiative

In 2007, we set a landmark goal to direct \$50 billion over 10 years to activities that mitigate climate change. The scope of this initiative includes internal operational projects as well as financing for alternative energy, investments in clean technology, and lending for green affordable housing and other community assets.

In 2013, we reached this goal well ahead of schedule, directing \$53.9 billion to these initiatives through the end of the year. We are very proud of this achievement and are now developing a new target, with the aim of spurring additional environmental financing.

### Clean Energy Financing and Investment

Cumulative totals directed to \$50B target



#### Breakdown of \$8.8B 2013 Activity

Category	Amount	%
Solar	\$2.31B	26%
Energy Efficiency	\$1.36B	15%
Wind	\$1.21B	14%
Carbon/Renewable Energy Certificates (RECs)	\$0.4B	5%
Other	\$3.5B	40%



In early 2013, construction began on the Solar Star project, 55 miles north of Los Angeles. When complete, this Citi-financed photovoltaic project is expected to be the largest solar installation in the world.

#### 2013 Key Transactions

A wide range of projects helped us reach our \$50 billion goal ahead of schedule in 2013, including:

We helped finance the 579 megawatt Solar Star photovoltaic installation in southern California, which is expected to be the largest solar project in the world when complete. Our \$1 billion Solar Star Series A offering is the largest single renewable energy project finance bond offering executed to date.

Citi acted as Financial Advisor and Bridge Loan Arranger for the 50 megawatt Palmatir greenfield wind project in Tacuarembó, Uruguay, which is expected to be operational in February 2014.

Citi Commercial Bank China provided a variety of financing services to Bay Environmental Technology Corp. in Beijing. This environmental solution provider creates industrial pollution control applications focused on gas recycling and has assisted with large-scale pollution control projects, including some for the 2008 Beijing Olympic Games.

## Contributing Insights on Climate Change

Climate change is a global challenge, with enormous implications for the world economy, international security, infrastructure and public health. As a major financial institution with global reach, we have the potential to contribute to progress on this critical issue. We work with clients to reduce their carbon footprint, and we finance low-carbon initiatives. At the project level, we help clients assess their vulnerability to climate change so they can take necessary adaptation measures. We work with clients in many emissions-intensive sectors, and we believe it is important to manage a transition to a low-carbon economy while sustaining economic development.

Potential impacts from climate change pose risks across nearly all sectors of the economy. Our clients face a range of risks, including regulatory changes, potential physical damage and other business impacts. Citi also faces climate change risks, including facility damage from severe weather. See our [Annual Report Form 10-K](#) for a description of Citi's climate change risks.

## Climate-Related Research

Citi conducts research on climate change, clean energy, water issues and green building. We convey research findings to our clients, helping inform their decision-making on environmental matters.

In 2013, Citi's Global Perspectives and Solutions (GPS) group updated its Climate Change Universe report, which identifies promising low-carbon investments. The GPS group also published *Energy Darwinism: The Evolution of the Energy Industry* (see case study to the right).

## Clean Energy Financing

By developing innovative financing structures, we help clients access new sources of capital for clean energy projects. We also provide financing and investments that help our clients develop projects, technologies and services to reduce emissions.

In 2013, we were active in green bond markets, including the Sovereign, Supranational and Agency (SSA) Green Bond market. Issuance of these bonds has steadily increased over the past five years, and we expect continued growth in 2014. Citi is the joint lead manager on the government of Norway's \$500 million three-year Green Bond, issued in November 2013.

We also finance a wide range of low-carbon energy projects. In 2013, Citi, acting as a Sole Lead Arranger and Facility Agent, closed a 12-year, EUR 100 million financing in connection with the construction of two wind farm projects located in Chile. Working with two other banks, we also successfully closed a \$153 million and a EUR 48 million financing for three combined cycle units needed for the construction of a power station and associated transmission and distribution infrastructure in Israel.

## Awards

**In 2013, Citi received the following recognition for our environmental efforts:**

- **Ranked as the World's Greenest Bank by *Bloomberg Markets* magazine**
- **Named the Sector Leader for Diversified Financials in the Dow Jones Sustainability Index**
- **Included in the FTSE4Good Index for the 12th consecutive year.**

## Case Studies

### Energy Darwinism

The global energy industry has been transformed in the last five years—shale gas extraction, renewable capital expenditures and the aftermath of the Fukushima disaster have all prompted fuel and technology substitutions around the world. In October 2013, the Citi Global Perspectives & Solutions group released *Energy Darwinism: The Evolution of the Energy Industry*, a detailed report on recent energy trends and their future implications.

This report provides insights for a range of Citi clients and stakeholders, including energy companies, utilities, industrial consumers and government groups. Given the vast investments made each year in the sector, understanding the drivers behind future trends is essential for these groups.

### Green Bond Principles

Citi was one of four banks that helped draft the Green Bond Principles, a set of voluntary guidelines on the development and issuance of Green Bonds. The Principles, announced in January 2014, encourage transparency, disclosure and integrity in the development of the Green Bond market. Citi is continuing to develop a proposed governance process for the principles along with other members of the drafting committee and will be putting in place processes to ensure the Principles are implemented effectively within Citi.

"Citi is proud to be a co-founder of the Green Bond Principles as a voluntary guideline for bond issuers who are deploying capital to environmentally beneficial purposes," said Michael Eckhart, Citi's Global Head of Environmental Finance. "Our experience placing Green Bonds to date suggests that this will be a helpful guideline for corporate and public sector issuers."

## Energy Efficiency Financing

Citi is a sector leader in energy efficiency (EE) finance. We are working to help establish a new asset class and bridge to the capital markets to unlock both cost savings and carbon savings through EE. Our collaboration with key clients and our strong relationships with environmental NGOs, including the Environmental Defense Fund, Natural Resources Defense Council and C40 Cities Climate Leadership Group, have been critical to our progress in EE finance.

Citi's EE finance strategy is unique in our industry. Our Citizenship and Sustainability groups facilitate collaboration across multiple business units, including:

- » Our Alternative Energy Finance (AEF) group, which focuses on private properties
- » Our Municipal Securities group, which handles public properties
- » Citi Community Capital, which finances projects for multi-family affordable housing
- » Our Operations group, which pursues retrofits of Citi facilities, sometimes collaborating with other business units on unique financing structures
- » Corporate and Investment Banking, which works with service providers, utilities and other entities.

Citi has provided support for numerous federal and state EE efforts in the United States. We served as a lead Financial Ally of the Obama Better Buildings Challenge and support the efforts of state-established green banks such as those in Connecticut and New York. We are considering how EE finance technology could apply to other environmental priorities such as green infrastructure, including property-based storm water retrofits. Our AEF group is also working to help create a capital markets-friendly On-Bill Repayment mechanism for the billing and collection of EE loans to commercial and industrial properties.

### Citi's efforts in energy efficiency finance are driven by five factors:

**Business** EE represents a major market opportunity; McKinsey estimates \$1 trillion in available energy savings, with \$500 billion investment in the U.S. alone

**Operations** Citi seeks internal cost savings as we strive to meet our operational environmental goals

**Jobs** EE retrofits are a major source for green jobs, as they primarily rely on basic trades from local workers

**Environment** EE investments reduce GHG emissions and lessen demand for fossil fuel extraction and combustion

**Resiliency** EE retrofits can also result in improved resiliency of a building and its systems.

## Case Study

### Landmark EE Transactions

In 2013, Citi completed several major transactions to advance energy efficiency. We provided Kilowatt Financial, a leading clean energy consumer finance company, with a \$100 million debt facility to finance energy efficiency loans for homeowners. With facility proceeds, Kilowatt will enable homeowners throughout the U.S. to make energy-efficient improvements to their homes through 10- to 12-year unsecured loans of up to \$30,000. Homeowners can use the funds for a broad range of improvements, including HVAC equipment, water heaters, windows, roofing, insulation, lighting and energy-efficient appliances.

The landmark transaction is designed to facilitate a securitization of the pool of loans into the capital markets and thereby help establish a secondary market and scale energy efficiency activity. Kilowatt and Citi expect to create term asset-backed securities from the loans, making more capital available for additional homeowners to upgrade their homes.

Additionally, Citi recently served as senior manager for the \$24.3 million Residential Energy Efficiency Financing Revenue Bonds Series 2013A taxable transaction, administered by the New York State Energy Research and Development Authority (NYSERDA). The bonds became the inaugural financing for the Green Bank within NYSERDA, which was announced in January 2013. The Green Bank was created to alleviate financial market barriers that currently impede the flow of private capital to clean energy projects. Proceeds of the bonds were used to finance or refinance loans made by NYSERDA to fund energy audits and energy efficiency improvements within NYSERDA's Green Jobs—Green New York program for one to four family residential structures.

#### EMPLOYEE NETWORKS

**92**  
*employee  
networks*  
supported

#### FLEXIBLE WORKING PLANS

**15,000**  
employees across  
55 countries enabled  
to have formal flexible  
working plans

#### LEADERSHIP TRAINING

Exceeded goal of  
leadership training for

**38,000**  
*managers  
worldwide*  
over four years

#### EMPLOYEE SATISFACTION

**74%**  
*satisfaction score*  
among employees in our  
annual global survey, based on  
88 percent participation

## OUR PEOPLE

Our citizenship efforts begin with our employees. By investing in our people, we enable them in turn to help individuals, families and communities around the world to make social and economic progress.

Citi's two centuries of success is built on supporting our employees to fulfill their potential. We employ more than 250,000 women and men across 160 countries, fostering a diverse, skilled and engaged workforce that understands the aspirations of our global client base.

### Diversity

We have a long and proud history of investing in a diverse employee base and inclusive workplace. Given our size and geographic range, this approach has a global impact on our industry and the communities where we operate, supporting progress toward an inclusive workforce that reflects our values and today's world.

Diversity is both a business imperative and a management priority at Citi. Our policies and practices encourage a corporate culture that embraces difference, teamwork and meritocracy, and where colleagues treat each other with respect and dignity. To promote continued progress, in 2013 Citi's CEO, Mike Corbat, introduced a scorecard inclusive of a diversity metric that considers the percentage of female candidates for all senior management positions globally and the percentage of both female and minority candidates for such openings in the United States.

## Embedding Diversity

We have made steady progress on diversity and inclusion by focusing on four strategic areas: management accountability, attracting talent, workforce development and the work environment.

Each year we set key objectives, implemented by Citi's central diversity operating committee with support from local business and regional diversity councils. Our Board of Directors reviews progress annually. In 2013, our priorities included developing and retaining female and U.S. minority talent to help increase their representation in senior management, as well as continuing to foster a culture of respect and inclusion for all employees.

In 2013, Citi's female global representation at the director level and above rose to 23 percent, up from 22 percent in 2012. Our U.S. minority population increased from 23 percent to 24 percent.

## Challenges

Balancing respect for local customs, values and legislation with our principles as a company that views diversity as a business imperative can be a challenge in some communities where we are located. To ensure every country office follows our policies and practices, we are working to establish more diversity training, councils and committees at regional level.

## Investing in Women

Women are integral to Citi's success. More than half our workforce (53 percent) is female, including 45 percent of professionals.

Over the past six years, several programs targeting high-achieving female employees have successfully supported women's advancement and retention at Citi. Through these, we have learned the importance of sponsorship, mentoring and networking opportunities in boosting women's careers. Moving forward, we aim to position Citi Women as a key business initiative for the company and to expand networking and support opportunities to women at more junior levels.

## Advancement Programs

**Women Leading Citi:** Fosters the mobility of senior executive women through sponsorship and support by their manager, a talent professional, an executive coach and a senior Citi sponsor. From 2009 through 2013, two classes totaling 116 women completed the 18-month program, with 58 more due to enter in 2014. Seven in 10 of the 2009 participants have advanced their careers at Citi, as has 35 percent of the 2012 class.

**Women's Leadership Development Program:** Run in partnership with the UCLA Anderson School of Management, this program provides director-level women with lectures, discussions and assignments that prepare them for executive roles. Through 2013, 521 women attended the program and have demonstrated strong progression in their careers.

**Coaching for Success:** This program seeks to improve retention and promotion among talented female middle managers. Offered across Europe, Middle East and Africa, it focuses on workshops and coaching by senior management.

## Hosting Employee Networks

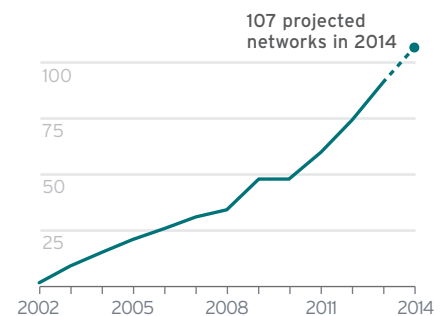
Citi's efforts to embed diversity are reflected in the rapid growth of our employee networks. Open to all and led by employees, these support our inclusive culture by developing and retaining diverse talent and providing opportunities for community involvement, professional development and volunteerism. Since 2002, when we launched our first network, their focus has expanded to include women, minorities, military veterans, people with disabilities, LGBT individuals, parents and employees of different generations, nationalities and multicultural backgrounds.

In 2013, the network program grew from 74 to 92, representing some 14,000 members across 11 countries and 35 cities. During the year, we spread to four new countries – Czech Republic, Hungary, Romania and the United Arab Emirates.

“Citi is dedicated to being a top company for diversity and inclusion everywhere we operate. While we recognize local customs and cultures, we will uphold our commitment to equality and fairness and to provide opportunities for all of our employees to make progress toward personal and professional goals.”

–Ana Duarte McCarthy  
Chief Diversity Officer, Citi

**Hosting Employee Networks**  
In 2014, Citi will have employee networks in all four of our regions.





## Women Leading at Citi Hong Kong

The progress makers we support include our own employees. One shining example is Maggie Ng, at Citi Hong Kong, for whom helping colleagues advance has become a passion. Having reached the senior position of managing director, head of cards and unsecured lending for Citibank Global Consumer Banking, she has led efforts to make the country office an inspiring model of equal opportunity.

Across Citi Hong Kong's 2,900 employees, women fill 53 percent of positions—the Citi average. But women also hold 54 percent of professional jobs and 48 percent of management roles, while female executives make up half the management team.

Ng has helped create a welcoming environment for women, along with her co-chair on the Citi Hong Kong Diversity Committee, Ernesto Pittaluga, head of Hong Kong global subsidiaries, corporate and investment banking. She credits Citi's global women's development programs (described above), as well as equal opportunity recruitment and compensation policies, with enabling their success. For example, she noted, "Around 76 percent of our senior female executives have attended at least one of these career development programs."

Family-friendly programs, including four types of flexible working, also play a role in retaining female staff, as does a 4 p.m. Leave Day, which

encourages all employees to go home early once a month. "We introduced this so that colleagues can have more time to spend with their families on special occasions," says Ng. At the same time, events such as a Senior Women Leadership Series of speakers inspire female employees to aim high.

Hong Kong's impressive female representation has not gone unnoticed. In November 2013, South China Morning Post Publishers honored Citi Hong Kong with its 2013 Best Company for Women award. The citation commended Citi Hong Kong's "thorough and complete approach to recruiting, developing, mentoring and retaining female talent through every level of their organization."

### Citi Hungary Launches Three Networks in 2013

Citi Hungary launched three diversity networks in the first quarter of 2013—a record for one country office.

**CitiWomen Hungary** held more than 20 events in its first year, including guest speakers, communications training, networking events, and heart health activities.

**CitiParents Hungary** hosted a “bring your child to work” event and workshops on parenting and flexible working.

**Citi Pride Network Hungary** held presentations for senior management and promoted LGBT employees’ interests in areas including equal policies and benefits and professional development.

*“I am very proud to see network members enjoy getting to know their peers while participating in professional and team building events even outside business hours. Such events and teamwork can make a real difference in our professional and personal lives.”*  
—Evelin Ducsay, Co-chair, CitiWomen Hungary

### Building a Diverse Workforce

A diverse workforce that reflects our customer base is essential to our efforts to help clients and communities make progress. Everywhere we operate, we work hard to attract and retain diverse candidates. We partner with colleges and universities, as well as organizations whose mission is to foster greater workforce diversity.

In 2013, we launched a new inclusion recruiting model in the U.S., targeted at building the capability of recruiters to foster diverse candidate slates and serve as diversity and inclusion advisors to hiring managers. The model supports our objectives to expand Citi’s access to the largest possible talent pool. All our recruiters will undergo inclusion recruitment training, and we will market our inclusive culture in the hiring process.

## Case Studies

### Diversity Training In India

Fostering an inclusive culture and retaining our diverse talent at Citi is a business imperative, and can require managers to shed unconscious bias. Citi India is helping managers to do this through compelling corporate theater, including role-play to understand the experiences of diverse employees.

In September 2013, the country office held four interactive corporate theater workshops in Mumbai and Gurgaon, covering 290 managers. These addressed common concerns for female employees, such as interacting in a senior managers’ meeting, returning from maternity leave and work-life pressures.

Participants described the workshop as a practical learning experience for creating inclusive teams. Among their comments:

*“Will recommend more managers attend the training which I feel is strongly required for one and all.”*

*“I need to work on myself to reduce unconscious biases.”*

### Partnership for Progress: Out on the Street

Citi is a founding member of Out on the Street (OOTS)—a leadership organization helping Wall Street advance workplace equality for lesbian, gay, bisexual and transgender (LGBT) individuals.

In October 2013, we were among sponsors of its first LGBT Leadership Summit in Hong Kong. Leaders from 19 global financial services companies discussed how to positively affect experiences and opportunities for the Asian and global LGBT community. Panelists included Peter Maskrey, Managing Director, Chief Compliance Officer, Citi Asia, and a member of Out on the Street’s Asia Leadership Committee.

*“When I first learned of Out on the Street, I knew immediately the organization would be critical to our LGBT recruiting and retention efforts at Citi. While our senior leaders have long been supportive of LGBT equality and advancement, Out on the Street provides them with a direct avenue to get involved,”* remarked Wesley C. Walraven, Managing Director and Global Co-Head, Industrials, Citi Corporate and Investment Banking

Citi also advocates for inclusive workplace rights, partnering with nonprofit organizations. In 2013, we achieved 100 percent on the Human Rights Campaign (HRC) corporate equality index for the 10th consecutive year.

## Celebrating Diversity

### Diversity Week

Diversity Week, a popular annual event in Latin America and Europe, the Middle East and Africa (EMEA), epitomizes our progress in becoming a more inclusive company.

Awareness-raising events in Latin America included sports for people with disabilities, intergenerational bowling, and conferences on women's health. Gustavo Sánchez, Paralympic medalist, addressed Citi Mexico employees on achieving success despite physical limitations. The week culminated with diversity-themed activities at a Mexico City amusement park for around 27,000 employees and their families.

In EMEA, London-centered events included a business leaders panel on how diversity brings competitive advantage and a diversity quiz for employees hosted by TV presenter Clare Balding. EMEA's theme for the week was inclusion, and region-wide activities included facilitator-led sessions on inclusive workplace behaviors. Citi Russia held a workshop on diversity leadership, and Citi France hosted a "bring your child to work" day.

For more about diversity at Citi, please see our *Global Diversity Report 2013*.

### International Women's Day

International Women's Day is a global celebration of the economic, political and social achievements of women around the world. Marking this important event is a business imperative for Citi, and in 2013 we hosted over 200 programs in 133 cities across 90 countries. In New York, women from Citi rang the stock exchange closing bell.

## Engagement and Learning

Citi has long invested in our employees' development, recognizing this can lead in turn to greater progress for the customers and communities we serve.

Our goal is to offer a dynamic global workplace where the best people want to make their career. We offer first-class learning and development opportunities and competitive compensation. We also work hard to engage employees and respond to what they tell us.

### Developing Careers

Employees at Citi learn through three kinds of environment: on-the-job, daily experience; manager feedback; and in physical or virtual classrooms.

In 2013, 92 percent of Citi employees enjoyed these opportunities, averaging around 35 hours of training across our four regions. Classroom training in 2013 varied from half-day to 10-week sessions and included a new role-based curriculum developed by Citi Learning Asia. Over 22,000 Asia-Pacific staff—40 percent of our regional employees—can now access a roadmap of consistent, role-specific learning content for continual development.

### Aligning Today's Leaders, Grooming Tomorrow's Leaders

In 2013, we continued our emphasis on grooming Citi's next generation of leaders and aligning today's leaders with our CEO's strategy. Our leadership training programs reached over 11,500 midlevel managers during the year, exceeding our four-year goal to induct 38,000 high performers in core leadership skills. We also held 22 Citi Forums across our businesses and geographies to enhance key managers' capabilities.

Originally designed for managing directors, we expanded the Citi Forums to directors to drive regional alignment, ownership and action around our business priorities. Our CEO, Co-Presidents and CFO were among 70 Citi leaders who led these sessions, alongside world-class external speakers.

"The Director Forum was a fantastic opportunity for us to hear directly from senior leadership about Citi's strategy and how we can consistently deliver it across the franchise and incorporate it into the jobs we do each day."

—Director, reacting to Citi Forum



The more than 3,000 managing directors and directors who took part shared key messages with their teams across the company.

### Compensating and Assessing Employees

Citi recognizes that competitive compensation, regular feedback and promotion prospects help keep our employees engaged and loyal.

We provide competitive compensation, including performance-based incentives, across our offices in 160 countries. We also offer wide-ranging benefits, which vary by region. These include health and retirement plans, life and disability insurance, commuter benefits, health and wellness programs and flexible working options (see [Supporting Work/Life Effectiveness](#)).

Read more about our approach to executive compensation in this report or our full compensation philosophy on Citi's website.

Effective performance management is also critical to maintaining industry leadership and maximizing employee potential. We evaluate all employees, including executives, at year's end, and also hold mid-year development conversations. To promote meritocracy and strong risk management, we assess employees both on results and on how they pursue business goals. Managers provide comprehensive feedback that guides employee expectations, informs pay and promotion decisions and highlights individuals' strengths and challenges.

### Gathering Feedback

Honest, constructive employee feedback is essential to our progress as a company, informing our management practices, engagement and learning programs, diversity policies and other workplace initiatives.

Since 1997, employees have taken part in our annual opinion survey, Voice of the Employee (VOE), and we also gather feedback through town hall meetings and focus groups. Key topics include job satisfaction, recognition and rewards, work-life balance, innovation, partnership and client focus.

In September 2013, 88 percent of active direct employees filled in the confidential VOE survey, available online in almost 30 languages. Satisfaction levels rose 1 percent to a new all-time high of 74 percent.

Scores around leadership showed the greatest improvement, with employees responding positively to Citi leaders' efforts to create an environment of excellence and provide better information about what's going on in the company. We hope to see overall satisfaction continue to rise as more employees benefit from our expanded development programs, flexible working options and other opportunities.

### Engaging Unions

Corporate citizenship includes embracing workplace rights for employees, and Citi has productive and healthy relationships with trade unions and work councils around the world. In some of the 160 countries where we operate, employee rights are defined by law; in others, they are augmented by agreements we make with trade unions and work councils.

Citi's [Statement on Human Rights](#) supports employee rights to freedom of association and collective bargaining as expressed in the International Labour Organization's core conventions. Most of our workforce, however, is not covered by collective bargaining agreements.

We strictly follow local laws and requirements regarding health and safety issues and minimum notice periods alerting employees to changes in our operations.

## Health, Safety and Wellness

Promoting health and wellness is both good citizenship and good business—equipping our employees to better help our customers make progress.

In the U.S., Citi has invested in fitness centers and medical clinics for more than 25 years. Globally, we offer programs and facilities that help employees address health risks and improve their personal

## Case Studies

### Enabling Progress: Living Well in Asia Pacific

Many Asia Pacific countries use social clubs to promote employee health programs including:

- Health fairs providing fitness related products, free on-site consultations and nutrition seminars
- Weekly wellbeing activities such as yoga, aerobics and dance classes, martial arts for women and motivational speakers
- Organized sports
- Fitness challenges; in 2013, over 3,000 Citi Philippines employees and their families and friends got on two wheels for the country office's first Bike Run Fun event.

### Enabling Progress in Asia: Citi Honored as Top Employer

Citi swept four industry awards at the 2013 Financial Education Awards hosted by the Institute of Financial Planners of Hong Kong, including Professional Training and Development Company of the Year. These recognized our contribution to regional financial education through more than 10 programs over the past decade.

Citi was also ranked in Universum's 2013 Top 100 Ideal Employers in Singapore and Top 50 Ideal Employers in Asia.

GTI Asia ranked Citi 14th among its 100 Leading Graduate Employers in Singapore, 24 places higher than in 2012.

wellbeing. In 2013, an external review of our U.S. medical clinics showed a return on investment of 3.2-to-1, with \$6.1 million in spending resulting in a \$19.8 million impact on productivity and savings.

### Living Well at Citi

Our global health strategy, Live Well at Citi, was launched in April 2012 with global minimum standards to support disease and illness prevention, promote healthy nutrition and exercise, advocate non-smoking and help employees manage chronic conditions. Through 2013, the program branding was adopted in the U.S., United Kingdom, Mexico and across Asia Pacific.

In 2014, we expect Canada and Mexico to begin full implementation of the program, which will roll out worldwide over the next five to seven years, with global vendors providing a health information web portal, health risk assessment tool and employee assistance. Each Citi region is responsible for meeting local employee needs and country regulations as well as working toward our new global standards.

### Promoting Good Health: 2013 Highlights

In 2013, Citi provided 23 global fitness centers in five countries (Australia, Canada, Puerto Rico, United Kingdom and the United States) and eight U.S. on-site Live Well at Citi clinics. Approximately 25 percent of our employees globally had access to an on-site fitness center. Many country offices offered free health programs, such as flu vaccinations (Singapore, Korea and the Philippines) and blood pressure, blood sugar and cholesterol screenings (Mexico and the United Kingdom, among others).

In the United States, over 25,000 employees had free flu shots, and we also offered smoking cessation programs, nutrition counseling, oral and skin cancer screenings, and mammography. We expanded biometric screening from 13 to 20 U.S. locations, reaching 5,240 employees.

Our U.K. and U.S. employees also receive online ergonomic training and assessment tools to help avoid workplace injury.

### Focusing on Fitness: 2013 Highlights

Many Citi employees are desk-based, carrying risks linked to sedentary lifestyles. Physical inactivity, for example, doubles the risk of heart disease. Our country offices help employees stay active by running exercise classes and challenges and health education programs. At U.S. sites with fitness centers, professional instructors teach employees desk stretch exercises. We also offer incentives to get fit, such as donations to employees' chosen charities.

In 2013, Live Well at Citi sponsored two major global health and fitness campaigns. In February, we highlighted women's heart disease, encouraging all employees to take part in Global Go Red for Women Day (see case study to the right). During May, 1,400 employees took part in the annual American Heart Association (AHA) Wall Street Run and Heart Walk, raising over \$135,000 for the AHA. Twelve Citi offices around the country joined local heart walks or sponsored on-site events, raising over \$225,000.

In October, Live Well at Citi sponsored a four-week Global Fitness Challenge. Employees earned points by engaging in a heart health activity like walking, cycling, running or swimming. Each week they reached their fitness goal, Citi converted employees' points into donations to their choice of International Rescue, Project Hope, or CARE International. The response was tremendous, with 20,000 employees participating.

More than 20,000 employees in 100 countries took up Citi's annual Global Fitness Challenge.

### Case Studies

#### Global Go Red for Women Campaign

2013 marked the 10th anniversary of Go Red for Women—an international campaign to raise awareness of cardiovascular disease in women. Citi is a sponsor of the campaign, led by the World Heart Federation and AHA. In 2013, our Go Red for Women events covered 13 countries and 25 U.S. locations.

Activities included workshops with cardiologists, group walks and exercise demonstrations, healthy dining options, blood pressure screenings and other health assessments. Singapore employees enjoyed a week's free access to an athletic club, while Citi Slovakia hosted a blood drive and our South Africa office staged a month of heart-healthy activities.

An expert panel in NYC launched our global events. Among them was Cathy Geczik, SVP Citi Procurement Services and a heart disease survivor, who commented:

"The opportunity to speak on the panel empowered me to go public for the first time and share my personal story about living with cardiovascular disease. It was the perfect forum to help my fellow colleagues and raise further awareness."

## Guidance and Training

Live Well at Citi also provides support for global health issues and challenges including assisting employees with travel health issues and vaccinations, and responding to communicable disease outbreaks with targeted testing and advice.

In 2013, our medical experts provided health guidance to employees with exposure to TB and rubella, and designed TB screening protocols for employees in Indonesia. As part of pandemic preparedness, they also continued to monitor global novel viruses such as H7N9 and MERScoV.

Each country office follows local safety regulations. Citi provides safety training for jobs that require driving, handling of chemicals, lifting heavy objects and other potentially hazardous tasks.

## Supporting Work/Life Effectiveness

Flexible working arrangements are prized by many of our employees, especially women. Listening to their feedback, we expanded the program in 2012, and uptake rose by over 10 percent in 2013. Offering

these options brings multiple benefits: helping us attract and retain talented people, reduce real estate costs and enhance productivity.

Citi Work Strategies allows all employees to request a flexible schedule for managers to consider. Options include remote working, a compressed working week, a reduced hours schedule and flexible start and stop times. Our web portal describes employee options and provides managers with implementation tools. It also hosts online employee-manager training courses on operating in a flexible work environment, supporting our commitment to transform our corporate culture.

By the end of 2013, over 15,000 employees across 55 countries were working on formal flexible plans and many more adjusted their schedules to accommodate short-term needs.

We also support employees in their responsibilities outside work. For example, we offer full-time and back-up childcare services to more than 100,000 employees in Canada, Europe and the U.S.

## Awards

**In 2013, for the second year running, Citi received the American Heart Association's Platinum Level Fit-Friendly Company Award, celebrating "extraordinary" employers who excel in promoting workplace health.**

# APPENDIX

AWARDS AND  
RECOGNITIONS

STAKEHOLDER  
ENGAGEMENT TABLE

U.N. GLOBAL  
COMPACT TABLE

ASSURANCES

GLOBAL REPORTING  
INITIATIVE (G3.1)  
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## 2012 & 2013 Awards and Recognitions

### Corporate Citizenship

Dow Jones Sustainability World  
Index—since 2001

Dow Jones Sustainability North  
America Index—since 2001

FTSE4Good Index—since 2002

Best Corporate Citizen Award—since  
2007, *CommonWealth Magazine, Taiwan*

The Civic 50: #5 Financial Services  
Company, *The Civic 50 Survey, National  
Conference on Citizenship and Points of  
Light in partnership with Bloomberg LP*

Corporation of the Year award, Finalist,  
*New York & New Jersey Minority  
Supplier Development Council*

Excellence in Corporate Social  
Responsibility Award since 2010,  
*American Chamber of Commerce in  
Thailand*

### Promoting Financial Inclusion and Economic Progress

Advocacy Award, *CitiSalutes,  
Easter Seals*

Best Mobile Money Deployment  
in the Americas, *Citi® Mobile Collect,  
Mobile Money Global Awards*

Best Partnership award, Financial Aid  
U program, *U.S. Chamber of Commerce  
Foundation's Business Civic Leader  
Center*

Excellence Award for Public-Private  
Partnerships for Citi Community  
Development, *U.S. Conference of  
Mayors*

Financial Institutions Supporting  
Heroes Award, *VeteransPlus*

### Advancing Environmental Sustainability

Greenest Banks in the World: #1,  
*Bloomberg Markets*

Climate Innovation Index, *Maplecroft*

Leader, Diversified Financials,  
*Dow Jones Sustainability Index*

Smart Workplaces Platinum Award,  
*New Jersey Department of  
Transportation*

### Valuing our Employees

100 Leading Graduate Employers in  
Singapore, *GTI Asia*

100 Best Companies for Working  
Mothers—since 1992,  
*Working Mother magazine*

100% Corporate Equality Index  
Company—since 2004,  
*Human Rights Campaign*

Best Companies for Leadership,  
*Hay Group*

Best Company for Women award,  
*Citi Hong Kong,  
South China Morning Post Publishers*

"Best for Vets" Employer,  
*Military Times EDGE*

Employer of Choice for Women, *Equal  
Opportunity for Women in the  
Workplace Agency, Australia*

Fit-Friendly Company Award, Platinum  
Level, *American Heart Association*

Top 100 Military Friendly Employers,  
*G.I. Jobs*

Top 50 Employers For Women,  
*The Times, United Kingdom*

Top 50 Ideal Employers in Asia,  
*Universum*

Top 100 Ideal Employers in Singapore,  
*Universum*

# STAKEHOLDER ENGAGEMENT

## CLIENTS AND CONSUMERS

Communication Channel	<p>We value the input of those who use our financial solutions, and we hold regular meetings with key clients. Our Client Service department manages communications with clients and customers, and our @AskCiti Twitter account provides instant access to customer service representatives. We also measure customer satisfaction through surveys and other feedback from customers.</p> <p>We track and manage relationships with institutional clients by coordinating across business units and product lines firm-wide, with individual accountability for each touch-point of the relationship. We also engage with our clients through our application of the Equator Principles and Citi's ESRM Policy to client transactions.</p>
Challenges to Engagement	<p>With clients around the world, two-way dialogue may not be available to all of our clients and consumers. Digital engagement (such as through @AskCiti) has helped address this challenge.</p> <p>Additionally, as data privacy concerns become a growing issue, Citi must continue to engage and maintain our clients' trust.</p>
2013 Example	<p>We conduct annual customer satisfaction surveys in our regions. See the Measuring Consumer Satisfaction section of this report for more information.</p> <p>In 2013, Citi provided an assessment of key sustainability challenges facing a client in the agricultural sector, in the client's <b>corporate responsibility report</b>.</p>

## INVESTORS (INCLUDING SOCIALLY RESPONSIBLE INVESTORS)

Communication Channel	<p>Our Investor Relations department regularly informs and updates our investors on the company's financial and operational performance.</p>
Challenges to Engagement	<p>Citi has many investors, and their feedback is as diverse as our shareholders themselves. We always appreciate shareholder feedback. While we may not always agree with our shareholders, we do our best to either address their concerns or explain Citi's position. Citi has met with several investors and other interested parties regarding such issues as the company's response to new credit card regulations, derivatives, risk management, mortgages, auditor rotation and trade association payments, among others. We encourage our stockholders to communicate with management and the Board of Directors.</p>
2013 Example	<p>We engage with our investors through our Annual Report, Proxy Statement, SEC filings, meetings and our Investor Relations website.</p> <p>In 2013, we continued to make progress in gathering feedback on executive compensation through meetings with major shareholders, including pension funds.</p>

## EMPLOYEES

Communication Channel	<p>Citi employees value our dedication to citizenship. Employees are able to support our diversity and inclusion goals through participation in the employee networks. Employee volunteer councils and green teams also provide opportunities for employee engagement.</p>
Challenges to Engagement	<p>In some of the areas where we operate, local customs and laws may not align directly with our employee diversity programs, which makes engaging on inclusion and sensitivity issues a challenge.</p>
2013 Example	<p>Our Voice of the Employee Survey regularly gathers feedback from employees on working at Citi.</p>

## GOVERNMENT AND REGULATORS

Communication Channel	<p>Our Citigroup Global Government Affairs group interacts with elected officials and policymakers globally through company outreach or industry association activities, including lobbying, public policy forums and public seminars.</p> <p>Citi's Global Compliance group maintains a continuous constructive dialogue and partnership with regulators at all levels. The group advises on and coordinates regulatory examinations with the business and other functions.</p>
Challenges to Engagement	Skepticism surrounding the value of large financial institutions presents a challenge to how we advocate public policy priorities.
2013 Example	Citi's <b>public policy</b> involvement in 2013 covered areas such as financial and tax reform, consumer protections, expanding trade opportunities, strengthening data and security protections.

## SUPPLIERS

Communication Channel	We communicate with our more than 13,000 suppliers across 100 countries through our Procurement group.
Challenges to Engagement	Definitions for diverse and sustainable suppliers differ from country to country, and finding ways to engage such suppliers can be a challenge.
2013 Examples	<p>Our Statement of Supplier Principles, which promotes ethical business practices, human rights and environmental sustainability, is communicated to potential suppliers through the request-for-proposal process.</p> <p>In 2013, we hosted the sixth annual Doing Business with Citi forum for diverse suppliers.</p>

## COMMUNITY LEADERS AND NON-GOVERNMENTAL ORGANIZATIONS (NGOS)

Communication Channel	<p>Citi teams across a range of businesses and functions, including Citi Community Development, Corporate Sustainability, Public Affairs, Government Affairs and Legal departments, maintain communication with high-level community and civic leaders locally, nationally and globally.</p> <p>The Community Development @ Citi website houses information on our work to expand financial inclusion and economic empowerment in underserved communities.</p> <p>We also communicate via email and social media and conduct periodic public webinars to provide information on our community development policy and practice. Citi executives and members of the Citi Community Development team serve on local and national boards and policy groups in the U.S. and our team of international public affairs officers manage these relationships in country.</p> <p>We collaborate with NGOs on issues relevant to each group, including financial inclusion, environmental sustainability, community development and human rights.</p>
Challenges to Engagement	We proactively solicit viewpoints from communities and NGOs advocating a variety of issues around the world. Incorporating NGO input is pivotal to Citi and our approach to citizenship. We implement the feedback that is feasible within the constraints of our business.
2013 Examples	<p>Citi engaged with community leaders and NGOs in a number of ways in 2013.</p> <p>Working with the Asset Building Policy Network, a coalition of civil rights and advocacy organizations in the U.S., Citi helped develop policy principles for asset building in underserved communities.</p> <p>Through Citi Dialogues, representatives from Citi businesses met with consumer and community advocates to discuss affordable housing, credit cards, community reinvestment and consumer protection challenges, and other issues affecting the communities we serve.</p> <p>Citi met with NGOs to discuss concerns about questions regarding Citi's financing of various sectors, including the energy, power, mining, palm oil and defense sectors, as well as about the Equator Principles and paper procurement. These groups included:</p> <p>Ceres, C40 Cities, Environmental Defense Fund, Greenpeace, Living Cities, New York City Energy Efficiency Corporation, Rainforest Action Network, Root Capital, United Nations Environment Programme Finance Initiative and World Resources Institute</p>

<b>MEDIA</b>	
Communication Channel	Our Public Affairs department engages with the media through interviews, forums, press releases, social media and reports.
Challenges to Engagement	Promoting an accurate portrayal of the role financial institutions play in the world economy after the economic crisis remains a challenge.
2013 Example	The Citi News website hosts company announcements, achievements and statements. In 2013, Citi executives participated in a number of interviews with local, national and international press on a variety of issues of concern to our shareholders and other stakeholders.
<b>OTHER FINANCIAL INSTITUTIONS</b>	
Communication Channel	We communicate with competitors through industry groups, events and benchmarking activities.
Challenges to Engagement	In the interest of maintaining healthy, free-market competition, any engagement that can be misconstrued as collusion is prohibited.
2013 Examples	<p>In 2013, Citi continued to be a member of the Financial Services Roundtable, the leading organization for the U.S. financial services industry.</p> <p>In 2013, we continued to collaborate with 78 other financial institutions on expanding the Equator Principles. See the Environmental and Social Risk Management section in Environmental Sustainability for more information.</p>

# U.N. GLOBAL COMPACT TABLE

In 2010, Citi joined the United Nations Global Compact, the world's largest and most widely embraced corporate citizenship initiative. The UN Global Compact asks companies to embrace, support and enact a set of core values in the areas of human rights, labor, the environment and anti-corruption. The table below outlines our communication on progress on the UN Global Compact's 10 principles.

Principle	Information in the Citizenship Report
<b>HUMAN RIGHTS</b>	
Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights; and	Updated Statement on Human Rights
Principle 2: Make sure that they are not complicit in human rights abuses.	Updated Statement on Human Rights Environmental and Social Risk Management
<b>LABOR</b>	
Principle 3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;	Engaging Unions
Principle 4: The elimination of all forms of forced and compulsory labor;	Updated Statement on Human Rights Environmental and Social Risk Management
Principle 5: The effective abolition of child labor; and	Updated Statement on Human Rights Environmental and Social Risk Management
Principle 6: The elimination of discrimination in respect of employment and occupation.	Diversity
<b>ENVIRONMENT</b>	
Principle 7: Businesses should support a precautionary approach to environmental challenges;	Environmental and Social Risk Management Advancing Environmental Solutions
Principle 8: Undertake initiatives to promote greater environmental responsibility; and	Environmental and Social Risk Management Advancing Environmental Solutions Operations
Principle 9: Encourage the development and diffusion of environmentally friendly technologies.	Advancing Environmental Solutions Operations
<b>ANTI-CORRUPTION</b>	
Principle 10: Businesses should work against all forms of corruption, including extortion and bribery.	Corporate Governance, Ethics and Government Relations



# ASSURANCES



**KPMG LLP**  
345 Park Avenue  
New York, NY 10154-0102

## INDEPENDENT ACCOUNTANT'S REPORT

Citigroup Inc. Board of Directors and Management:

We have reviewed management's assertion, included in the accompanying Appendix A, that the selected Corporate Citizenship metrics identified below and denoted by footnote within the Global Citizenship Report of Citigroup Inc. for the year ended December 31, 2013, are presented in conformity with the reporting criteria set forth in management's assertion in Appendix A (the Reporting Criteria).

- 2013 Project Finance Advisories covered by the Equator Principles
- 2013 Project Finance Loans covered by the Equator Principles
- 2013 Funded Project Finance Loans by Sector covered by the Equator Principles

Citigroup Inc.'s management is responsible for the assertion and for the Reporting Criteria which it has identified as an objective basis against which it assesses and reports on the selected Corporate Citizenship metrics.

Our review was conducted in accordance with attestation standards established by the American Institute of Certified Public Accountants. A review is substantially less in scope than an examination, the objective of which is the expression of an opinion on management's assertion. Accordingly, we do not express such an opinion.

Based on our review, nothing came to our attention that caused us to believe that management's assertion referred to above is not fairly stated, in all material respects, based on the corresponding Reporting Criteria set forth in Appendix A.

**KPMG LLP**

New York, New York  
March 28, 2014

KPMG LLP is a Delaware limited liability partnership,  
the U.S. member firm of KPMG International Cooperative  
("KPMG International"), a Swiss entity.

## Appendix A

**Management's Assertion**

Citigroup Inc. is responsible for the completeness, accuracy and validity of the Corporate Citizenship metrics contained in the Global Citizenship Report for the year ended December 31, 2013. The Corporate Citizenship metrics presented include Citigroup Inc. and its subsidiary operations.

With respect to the Corporate Citizenship metrics summarized below and within the 2013 Global Citizenship Report, Management of Citigroup Inc. asserts that such Corporate Citizenship metrics are presented in conformity with the Reporting Criteria set forth below.

**Equator Principles Reporting**

Metric Description	Metric Reporting Criteria	Metric Quantity				
		Category	Reviewed	Mandated		
2013 Project Finance Advisories covered by the Equator Principles	The total number and categorization of project finance advisory activities as defined by Citi's EP Reporting criteria below.	A	2	0		
		B	5	1		
		C	0	0		
		<b>Total</b>	<b>7</b>	<b>1</b>		
2013 Project Finance Loans covered by the Equator Principles	The total number and categorization of reviewed and funded project finance loans as defined by Citi's EP Reporting criteria below.	Category	Reviewed	Funded	Total Capital Costs of Funded Projects	
		A	2	3	\$59.5B	
		B	16	4	\$16.8B	
		C	0	0	--	
		<b>Total</b>	<b>18</b>	<b>7</b>	<b>\$76.3B</b>	
2013 Funded Project Finance Loans by Sector covered by the Equator Principles	The total number, classification and categorization of funded project finance loans as defined by Citi's EP Reporting criteria below.	Sector	A	B	C	Total
		Power	0	3	0	3
		Oil & Gas	2	0	0	2
		Mining	1	0	0	1
		Manufacturing	0	1	0	1
		<b>Total</b>	<b>3</b>	<b>4</b>	<b>0</b>	<b>7</b>

**Citi's Equator Principles Reporting Criteria**

Citi's Equator Principles (EP) Reporting criteria utilize the Scope section of the Equator Principles (June 2006) to delineate EP-covered project finance transactions (Transactions), which include project finance loans (Loans) and project finance advisory activities (Advisories). The year in which a Loan is reviewed is based on the date that the project has been submitted to business and credit risk senior management for approval to market to the client for consideration to fund their project; and the year in which a Loan is funded is based on the date it is funded by the banks. The year in which an Advisory is reviewed is based on the date the Project Finance department consults the Environmental and Social Risk Management (ESRM) Unit<sup>1</sup> for approval to market an Advisory role (as is required by Citi's ESRM policies and standards); and the year in which an Advisory is mandated is the year in which Citi is appointed by the client to serve as the Advisor for a project for a finite period of time. All Transactions are categorized based on the A, B, and C system of environmental and social categorization as defined in the Equator Principles (June 2006). Citi also elects to report funded Loans by industry sector.

<sup>1</sup> The ESRM Unit is responsible for review, consultation, and approvals on new transactions, as well as internal training, communications, policy implementation, tracking and reporting. Supporting the unit are "ESRM Champions" — credit risk officers with additional ESRM review and advice responsibilities — located in each region. Citi's Environmental and Social Policy Review Committee (ESPRC), made up of senior managers from across Citi business units, provides guidance on ESRM issues and related environmental issues. The Director of Corporate Citizenship and Citi's Managing Director of Business Development co-chair the committee.



**Greenhouse Gas and Environmental Data Verification  
Statement Number  
UK.PRS.VOL.INV.0100.2013/2013/03/14**

The inventory of Greenhouse Gas emissions and environmental data in the period  
1<sup>st</sup> January 2013 – 31<sup>st</sup> December 2013 for  
**Citigroup, Inc.**

399 Park Avenue  
New York, NY, 10043

has been verified in accordance with ISO 14064-3:2006

**To represent a total amount of:**

- 987,841 tCO<sub>2</sub>e of GHG emissions**
- 1,899 GWh of electricity consumption**
- 69.94 GWh of district heating**
- 134.91 GWh of natural gas**
- 40.52 GWh of fuel oil**
- 18,381 metric tonnes of waste diverted from landfill**
- 60,106 metric tonne of total waste**
- 6,762,315 cubic meters of water consumed**

For the following activities  
Banking and Finance  
Lead Assessor: Stephen Glynatsis  
Technical Reviewer: Ursula Antunez

Signed: Jonathan Hall, Business Manager

Verification Statement Date: 11<sup>th</sup> March 2014

This Statement is not valid without the full verification scope, objectives, criteria and conclusion  
available on pages 2 to 4 of this Statement.





**Schedule Accompanying Greenhouse Gas and Environmental Data  
Verification Statement Number UK.PRS.VOL.INV.0100.2013/2013/03/14**

**Brief Description of Verification Process**

SGS has been contracted by Citigroup, Inc. for the verification of direct and indirect carbon dioxide (CO<sub>2</sub>) equivalent emissions and environmental data as provided by Citigroup, Inc., 388 Greenwich, New York in their GHG Assertion in the form of a Management Assertion covering CO<sub>2</sub> and environmental data equivalent emissions.

**Roles and responsibilities**

The management of Citigroup, Inc. is responsible for the organization's GHG and environmental data information system, the development and maintenance of records and reporting procedures in accordance with that system, including the calculation and determination of GHG emissions and environmental data information and the reported GHG emissions and environmental data.

It is SGS' responsibility to express an independent verification opinion on the GHG emissions and environmental data as provided in the Citigroup, Inc. Assertion for the period 2013.

SGS conducted a third party verification following the requirements of ISO 14064-3: 2006 of the provided CO<sub>2</sub> equivalent and environmental data assertion in February to March 2014.

The assessment included a desk review with remote verification conducted at the SGS offices. A site visit was conducted at the Citigroup, Inc. offices in Santiago (Chile). The verification was based on the verification scope, objectives and criteria as agreed between Citigroup, Inc. and SGS and presented in the RFP issued 17<sup>th</sup> January 2014.

**Level of Assurance**

The level of assurance agreed is *limited*

**Scope**

Citigroup, Inc. has commissioned an independent verification by SGS of reported CO<sub>2</sub> equivalent emissions and environmental data arising from their Asia Pacific, European, Latin America and North America activities, to establish conformance with the requirements the GHG Inventory methodology as defined by Citigroup, Inc. and the principles of completeness, transparency, accuracy, consistency and relevance within the scope of the verification as outlined below. Data and information supporting the CO<sub>2</sub> equivalent and environmental data assertion were historical in nature and proven by evidence.

This engagement covers verification of emissions from anthropogenic sources of greenhouse gases included within the organization's boundary and meets the requirements of ISO 14064-3:2006.

- The organizational boundary was established following the operational control approach.
  - Title or description of activities: Banking and Finance.
- Location/boundary of the activities: their Asia Pacific, European, Latin America and North America.
- Physical infrastructure, activities, technologies and processes of the organization: Data Centres, Offices, Operation Centres, Retail Services, Retail non-serviced facilities and Warehousing.
- GHG sources, sinks and/or reservoirs included:

Scope 1 - stationary combustion owned, leased and sub-leased locations. (transportation fleet, fugitive and refrigerant emissions are excluded from the inventory);



Scope 2 – purchased electricity and district heat;  
 Scope 3 – not included.

- Types of GHGs included: CO<sub>2</sub>, N<sub>2</sub>O, CH<sub>4</sub>, HFCs, PFCs and SF<sub>6</sub>.
- Directed actions: none.
- Types of environmental data included: electricity consumption, district heating (steam & chilled water), natural gas, fuel oil, waste diverted from landfill, total waste and water consumed
- GHG and environmental data information for the following period was verified: 1<sup>st</sup> January 2013 – 31<sup>st</sup> December 2013.
- Intended user of the verification statement: Internal and external stakeholders.

**Objective**

Purposes of this verification exercise are, by review of objective evidence, to independently review:

- Whether the CO<sub>2</sub> equivalent emissions and environmental data are as declared by the organization's assertion
- That the data reported are accurate, complete, consistent, transparent and free of material error or omission.

**Criteria**

Criteria against which the verification assessment is undertaken are the requirements of requirements the GHG Inventory and environmental data methodology as defined by Citigroup, Inc. GHG and environmental data methodology and the principles of completeness, transparency, accuracy, consistency and relevance.

**Materiality**

The materiality required of the verification was considered by SGS to be below 10%, based on the needs of the intended user of the GHG and environmental data Assertion

**Conclusion**

Citigroup, Inc. provided the GHG and environmental data assertion based on the requirements of Citigroup, Inc. GHG methodology and the principles of completeness, transparency, accuracy, consistency and relevance. The GHG information for the period 1<sup>st</sup> January 2013 – 31<sup>st</sup> December 2013 disclosing:

gross emissions of 987,841 metric tonnes of CO<sub>2</sub> equivalent  
 1,899 GWh of electricity consumption  
 69.94 GWh of district heating (steam & chilled water)  
 134.91 GWh of natural gas  
 40.52 GWh of fuel oil  
 18,381 metric tonnes of waste diverted from landfill  
 60,106 metric tonne of total waste, and  
 6,762,315 cubic meters of water consumed

are verified by SGS to a limited level of assurance, consistent with the agreed verification scope, objectives and criteria.

SGS' approach is risk-based, drawing on an understanding of the risks associated with modeling GHG emission information and the controls in place to mitigate these risks. Our examination included assessment, on a sample basis, of evidence relevant to the voluntary reporting of emission information.

Based on the data and information provided by Citigroup, Inc. and the processes and procedures conducted by SGS, it is considered that there is no evidence to suggest that the reported CO<sub>2</sub> equivalent and environmental data assertion is not materially correct and is not a fair representation of GHG and environmental data and information based on the calculation methodologies utilized.



We planned and performed our work to obtain the information, explanations and evidence that we considered necessary to provide a limited level of assurance that the CO<sub>2</sub> equivalent emissions and environmental data for the period 1<sup>st</sup> January 2013 – 31<sup>st</sup> December 2013 are fairly stated.

This statement shall be interpreted with the CO<sub>2</sub> equivalent and environmental data assertion of Citigroup, Inc. as a whole.

Note: This Statement is issued, on behalf of Client, by SGS United Kingdom Ltd, Rossmore Business Park, Inward Way, Ellesmere Port, Cheshire, CH65 3EN ("SGS") under its General Conditions for GHG Validation and Verification Services. The findings recorded hereon are based upon an audit performed by SGS. A full copy of this statement and the supporting GHG Assertion may be consulted at Citigroup, Inc., 399 Park Avenue, New York, NY 10043. This Statement does not relieve Client from compliance with any bylaws, federal, national or regional acts and regulations or with any guidelines issued pursuant to such regulations. Stipulations to the contrary are not binding on SGS and SGS shall have no responsibility vis-à-vis parties other than its Client.

# GLOBAL REPORTING INITIATIVE

This index covers the GRI G3.1 indicators, including those in the Financial Services Sector Supplement, found in our 2012 Global Citizenship Report, 2013 Annual Report and company website. It includes all of the G3.1 core indicators, including those that we do not report against. We have only included additional indicators if we report against them.

Based on an internal review, Citi determines this to be a B level report against the GRI G3.1 Guidelines.

GRI Guideline		Location in this Report
<b>STRATEGY AND ANALYSIS</b>		
1.1	Statement from the most senior decision-maker of the organization	Letter from the CEO
1.2	Description of key impacts, risks and opportunities	Letter from the CEO Environmental and Social Risk Management
<b>ORGANIZATIONAL PROFILE</b>		
2.1	Name of the organization	About this Report
2.2	Primary brands, products, and/or services	About this Report
2.3	Operational structure of the organization, including main divisions, operating companies, subsidiaries and joint ventures	Corporate Governance, Ethics and Government Relations
2.4	Location of organization's headquarters	2014 Proxy Statement
2.5	Number of countries where the organization operates and names of countries with either major operations or that are specifically relevant to the sustainability issues covered in the report	Introduction
2.6	Nature of ownership and legal form	2013 Annual Report
2.7	Markets served (including geographic breakdown, sectors served and types of customers/beneficiaries)	Introduction
2.8	Scale of the reporting organization	Introduction
2.9	Significant changes during the reporting period regarding size, structure or ownership	2013 Annual Report
2.10	Awards received in the reporting period	Awards and Recognitions
<b>REPORT PARAMETERS</b>		
3.1	Reporting period (e.g., fiscal/calendar year) for information provided	About this Report
3.2	Date of most recent previous report (if any)	About this Report
3.3	Reporting cycle (annual, biennial, etc.)	About this Report
3.4	Contact point for questions regarding the report or its contents	About this Report
3.5	Process for defining report content	Our Citizenship Approach
3.6	Boundary of the report (e.g., countries, divisions, subsidiaries, leased facilities, joint ventures, suppliers). See GRI Boundary Protocol for further guidance	About this Report
3.7	State any specific limitations on the scope or boundary of the report (see completeness principle for explanation of scope)	About this Report
3.8	Basis for reporting on joint ventures, subsidiaries, leased facilities, outsourced operations and other entities that can significantly affect comparability from period to period and/or between organizations	About this Report

GRI Guideline		Location in this Report
<b>REPORT PARAMETERS (CONTINUED)</b>		
3.9	Data measurement techniques and the bases of calculations, including assumptions and techniques underlying estimations applied to the compilation of the Indicators and other information in the report. Explain any decisions not to apply, or to substantially diverge from, the GRI Indicator Protocols	Performance Operations
3.10	Explanation of the effect of any re-statements of information provided in earlier reports and the reasons for such re-statement (e.g., mergers/acquisitions, change of base years/periods, nature of business, measurement methods)	No such restatements
3.11	Significant changes from previous reporting periods in the scope, boundary or measurement methods applied in the report	No such restatements
3.12	Table identifying the location of the Standard Disclosures in the report	This index
3.13	Policy and current practice with regard to seeking external assurance for the report	Equator Principles Reporting
<b>GOVERNANCE, COMMITMENTS AND ENGAGEMENT</b>		
4.1	Governance structure of the organization, including committees under the highest governance body responsible for specific tasks, such as setting strategy or organizational oversight	2014 Corporate Governance Guidelines Citigroup Board of Directors' Committee Charters
4.2	Indicate whether the Chair of the highest governance body is also an executive officer	2013 Annual Report
4.3	For organizations that have a unitary board structure, state the number and gender of members of the highest governance body that are independent and/or non-executive members	Citigroup Board of Directors' Committee Charters 2014 Proxy Statement
4.4	Mechanisms for shareholders and employees to provide recommendations or direction to the highest governance body	Code of Conduct 2014 Proxy Statement
4.5	Linkage between compensation for members of the highest governance body, senior managers and executives (including departure arrangements) and the organization's performance (including social and environmental performance)	2014 Proxy Statement
4.6	Processes in place for the highest governance body to ensure conflicts of interest are avoided	Code of Conduct 2014 Proxy Statement
4.7	Process for determining the composition, qualifications and expertise of the members of the highest governance body and its committees, including any consideration of gender and other indicators of diversity	2014 Proxy Statement
4.8	Internally developed statements of mission or values, codes of conduct and principles relevant to economic, environmental and social performance and the status of their implementation	Joint Letter from Pamela Flaherty and Bob Annibale Code of Conduct
4.9	Procedures of the highest governance body for overseeing the organization's identification and management of economic, environmental and social performance, including relevant risks and opportunities, and adherence or compliance with internationally agreed standards, codes of conduct and principles	Corporate Governance 2014 Corporate Governance Guidelines
4.10	Processes for evaluating the highest governance body's own performance, particularly with respect to economic, environmental and social performance	2014 Corporate Governance Guidelines 2014 Proxy Statement
4.11	Explanation of whether and how the precautionary approach or principle is addressed by the organization	Environmental and Social Risk Management
4.12	Externally developed economic, environmental and social charters, principles or other initiatives to which the organization subscribes or endorses	Environmental and Social Risk Management Carbon Disclosure Project (CDP) Human Rights Reporting U.N. Global Compact Table Global Reporting Initiative



GRI Guideline	Location in this Report
<b>GOVERNANCE, COMMITMENTS AND ENGAGEMENT (CONTINUED)</b>	
4.13 Memberships in associations (such as industry associations) and/or national/international advocacy organizations in which the organization: <ul style="list-style-type: none"> <li>• Provides substantive funding beyond routine membership dues; or</li> <li>• Has positions in governance bodies;</li> <li>• Participates in projects or committees;</li> <li>• Views membership as strategic</li> </ul>	Environmental and Social Risk Management
4.14 List of stakeholder groups engaged by the organization	Stakeholder Engagement Table
4.15 Basis for identification and selection of stakeholders with whom to engage	Stakeholder Engagement
4.16 Approaches to stakeholder engagement, including frequency of engagement by type and by stakeholder group	Stakeholder Engagement Table
4.17 Key topics and concerns that have been raised through stakeholder engagement and how the organization has responded to those key topics and concerns, including through its reporting	Stakeholder Engagement Table
<b>DISCLOSURE ON MANAGEMENT APPROACH EC (ECONOMIC)</b>	
<b>Aspects:</b> Economic performance Market presence Indirect economic impacts	Citizenship Approach Corporate Governance, Ethics and Government Relations
<b>DISCLOSURE ON MANAGEMENT APPROACH EN (ENVIRONMENTAL)</b>	
<b>Aspects:</b> Materials Energy Water Biodiversity Emissions, effluents and waste Products and services Compliance Transport Overall	Operations
<b>DISCLOSURE ON MANAGEMENT APPROACH LA (LABOR PRACTICES AND DECENT WORK)</b>	
<b>Aspects:</b> Employment Labor/management relations Occupational health and safety Training and education Diversity and equal opportunity Equal remuneration for women and men	Our People
<b>DISCLOSURE ON MANAGEMENT APPROACH HR (HUMAN RIGHTS)</b>	
<b>Aspects:</b> Investment and procurement practices Non-discrimination Freedom of association and collective bargaining Child labor Prevention of forced and compulsory labor Security practices Indigenous rights Assessment Remediation	Updated Statement on Human Rights Code of Conduct

GRI Guideline		Location in this Report
<b>DISCLOSURE ON MANAGEMENT APPROACH SO (SOCIETY)</b>		
<b>Aspects:</b> Local communities Corruption Public policy Anti-competitive behavior Compliance		Corporate Governance, Ethics and Government Relations Code of Conduct
<b>DISCLOSURE ON MANAGEMENT APPROACH PR (PRODUCT RESPONSIBILITY)</b>		
<b>Aspects:</b> Customer health and safety Product and service labelling Marketing communications Customer privacy Compliance		Supporting Clients
<b>ECONOMIC PERFORMANCE INDICATORS</b>		
EC1	Direct economic value generated and distributed, including revenues, operating costs, employee compensation, donations and other community investments, retained earnings, and payments to capital providers and governments	Introduction Strengthening Communities
EC2	Financial implications and other risks and opportunities for the organization's activities due to climate change	Environmental and Social Risk Management
EC3	Coverage of the organization's defined benefit plan obligations	2013 Annual Report
EC4	Significant financial assistance received from government	Citi does not receive financial assistance from government.
<b>Market Presence</b>		
EC5	Range of ratios of standard entry-level wage by gender compared to local minimum wage at significant locations of operation	We provide competitive levels of compensation above local minimum wage requirements.
<b>Indirect Economic Impacts</b>		
EC8	Development and impact of infrastructure investments and services provided primarily for public benefit through commercial, in-kind or pro bono engagement	Strengthening Communities
EC9	Understanding and describing significant indirect economic impacts, including the extent of impacts	Strengthening Communities
<b>ENVIRONMENTAL PERFORMANCE INDICATORS</b>		
<b>Materials</b>		
EN1	Materials used by weight or volume	Not material to Citi's operations.
EN2	Percentage of materials used that are recycled input materials	Not material to Citi's operations.
<b>Energy</b>		
EN3	Direct energy consumption by primary energy source	Performance: Environmental Sustainability Energy Efficiency
EN4	Indirect energy consumption by primary source	Performance: Environmental Sustainability Energy Efficiency
EN5	Energy saved due to conservation and efficiency improvements	Performance: Environmental Sustainability Energy Efficiency

GRI Guideline		Location in this Report
<b>ENVIRONMENTAL PERFORMANCE INDICATORS (CONTINUED)</b>		
EN6	Initiatives to provide energy-efficient or renewable energy based products and services, and reductions in energy requirements as a result of these initiatives	Performance: Environmental Sustainability Renewable Energy
EN7	Initiatives to reduce indirect energy consumption and reductions achieved	Operations Performance: Environmental Sustainability
<b>Water</b>		
EN8	Total water withdrawal by source	Water
EN9	Water sources significantly affected by withdrawal of water	No sources significantly affected in 2013.
<b>Biodiversity</b>		
EN11	Location and size of land owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	Not material to Citi's own operations. See <a href="#">Environmental and Social Risk Management</a> with regard to lending and project financing policies.
EN12	Description of significant impacts of activities, products and services on biodiversity in protected areas and areas of high biodiversity value outside protected areas	Not material to Citi's own operations. See <a href="#">Environmental and Social Risk Management</a> with regard to lending and project financing policies.
EN13	Habitats protected or restored	Not material to Citi's own operations. See <a href="#">Environmental and Social Risk Management</a> with regard to lending and project financing policies.
EN14	Strategies, current actions and future plans for managing impacts on biodiversity	Not material to Citi's own operations. See <a href="#">Environmental and Social Risk Management</a> with regard to lending and project financing policies.
EN15	Number of IUCN Red List species and national conservation list species with habitats in areas affected by operations, by level of extinction risk	Not material to Citi's own operations. Citi does not operate in such areas.
<b>Emissions, Effluents and Waste</b>		
EN16	Total direct and indirect greenhouse gas emissions by weight	Performance: Environmental Sustainability
EN17	Other relevant indirect greenhouse gas emissions by weight	Performance: Environmental Sustainability
EN18	Initiatives to reduce greenhouse gas emissions and reductions achieved	Performance: Environmental Sustainability Operations
EN22	Total weight of waste by type and disposal method	Performance: Environmental Sustainability Waste
EN23	Total number and volume of significant spills	No significant spills in 2013.
EN24	Weight of transported, imported, exported or treated waste deemed hazardous under the terms of the Basel Convention Annex I, II, III and VIII, and percentage of transported waste shipped internationally	No such waste transported, imported, exported or treated in 2013.
EN25	Identity, size, protected status and biodiversity value of water bodies and related habitats significantly affected by the reporting organization's discharges of water and runoff	No such water bodies or habitats affected in 2013.

GRI Guideline		Location in this Report
<b>Products and Services</b>		
EN26	Initiatives to mitigate environmental impacts of products and services, and extent of impact mitigation	Performance: Environmental Sustainability Operations Advancing Environmental Solutions
EN27	Percentage of products sold and their packaging materials that are reclaimed by category	No such products sold in 2013.
<b>Compliance</b>		
EN28	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations	Citi did not receive any significant fines for non-compliance with environmental laws or regulations in 2013.
<b>Transport</b>		
EN29	Significant environmental impacts of transporting products and other goods and materials used for the organization's operations, and transporting members of the workforce	Performance: Environmental Sustainability Operations
<b>Overall</b>		
EN30	Total environmental protection expenditures and investments by type	Advancing Environmental Solutions
<b>LABOR PRACTICES AND DECENT WORK PERFORMANCE INDICATORS</b>		
<b>Employment</b>		
LA1	Total workforce by employment type, employment contract and region, broken down by gender	Performance: Our People
LA2	Total number and rate of new employee hires and employee turnover by age group, gender and region	Performance: Our People
<b>Labor/Management Relations</b>		
LA4	Percentage of employees covered by collective bargaining agreements	Engaging Unions
LA5	Minimum notice period(s) regarding significant operational changes, including whether it is specified in collective agreements	Engaging Unions
<b>Occupational Health and Safety</b>		
LA8	Education, training, counseling, prevention and risk-control programs in place to assist workforce members, their families or community members regarding serious diseases	Health, Safety and Wellness
<b>Training and Education</b>		
LA10	Average hours of training per year per employee by gender, and by employee category	Performance: Our People
LA11	Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings	Engagement and Learning
LA12	Percentage of employees receiving regular performance and career development reviews, by gender	Compensating and Assessing Employees
<b>Diversity and Equal Opportunity</b>		
LA13	Composition of governance bodies and breakdown of employees per employee category according to gender, age group, minority group membership and other indicators of diversity	Performance: Our People

GRI Guideline		Location in this Report
<b>HUMAN RIGHTS INDICATORS</b>		
<b>Investment and Procurement Activities</b>		
HR1	Percentage and total number of significant investment agreements and contracts that include clauses incorporating human rights concerns, or that have undergone human rights screening	Supplier Principles Human Rights Reporting
HR2	Percentage of significant suppliers, contractors and other business partners that have undergone human rights screening and actions taken	Supplier Principles
HR3	Total hours of employee training on policies and procedures concerning aspects of human rights that are relevant to operations, including the percentage of employees trained	Code of Conduct Citi Statement on Human Rights
<b>Freedom of Association and Collective Bargaining</b>		
HR5	Operations and significant suppliers identified in which the right to exercise freedom of association and collective bargaining may be violated or at significant risk, and actions taken to support these rights	Engaging Unions
<b>Child Labor</b>		
HR6	Operations and significant suppliers identified as having significant risk for incidents of child labor and measures taken to contribute to the effective abolition of child labor	Engaging Unions See Environmental and Social Risk Management with regard to lending and project financing policies.
<b>Forced and Compulsory Labor</b>		
HR7	Operations and significant suppliers identified as having significant risk for incidents of forced or compulsory labor, and measures to contribute to the elimination of all forms of forced or compulsory labor	Engaging Unions See Environmental and Social Risk Management with regard to lending and project financing policies.
<b>Indigenous Rights</b>		
HR9	Total number of incidents of violations involving rights of indigenous people and actions taken	Human Rights Reporting
<b>Assessment</b>		
HR10	Percentage and total number of operations that have been subject to human rights reviews and/or impact assessments	Human Rights Reporting
<b>Remediation</b>		
HR11	Number of grievances related to human rights filed, addressed and resolved through formal grievance mechanisms	Human Rights Reporting
<b>SOCIETY PERFORMANCE INDICATORS</b>		
<b>Local Communities</b>		
S01	Percentage of operations with implemented local community engagement, impact assessments and development programs	Performance: Strengthening Communities Strengthening Communities
<b>Corruption</b>		
S02	Percentage and total number of business units analyzed for risks related to corruption	All of our business units are analyzed for risks related to corruption.
S03	Percentage of employees trained in organization’s anti-corruption policies and procedures	Code of Conduct
S04	Actions taken in response to incidents of corruption	Anti-bribery and Corruption
<b>Public Policy</b>		
S05	Public policy positions and participation in public policy development and lobbying	Public Policy Involvement
S06	Total value of financial and in-kind contributions to political parties, politicians and related institutions by country	Political Contributions

GRI Guideline		Location in this Report
<b>Anticompetitive Behavior</b>		
S07	Total number of legal actions for anticompetitive behavior, antitrust and monopoly practices and their outcomes	2013 Annual Report
<b>Compliance</b>		
S08	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations	2013 Annual Report
<b>PRODUCT RESPONSIBILITY PERFORMANCE INDICATORS</b>		
<b>Customer Health and Safety</b>		
PR1	Life cycle stages in which health and safety impacts of products and services are assessed for improvement, and percentage of significant products and services categories subject to such procedures	Not material to Citi's operations.
PR2	Total number of incidents of non-compliance with regulations and voluntary codes concerning health and safety impacts of products and services during their life cycle, by type of outcomes	Not material to Citi's operations.
<b>Product and Service Labelling</b>		
PR3	Type of product and service information required by procedures, and percentage of significant products and services subject to such information requirements	Citi has policies in place that ensure accurate product and service information in compliance with applicable laws and regulations.
PR5	Practices related to customer satisfaction, including results of surveys measuring customer satisfaction	Measuring Consumer Satisfaction
<b>Marketing Communications</b>		
PR6	Programs for adherence to laws, standards and voluntary codes related to marketing communications, including advertising, promotion and sponsorship	Responsible Marketing Communications
<b>Compliance</b>		
PR9	Monetary value of significant fines for non-compliance with laws and regulations concerning the provision and use of products and services	Please refer to Citi's 2013 10-K pages 302-311.



*Citi is the global bank. Wherever people have good ideas, we are there to support them. With over 200 years of experience, Citi works tirelessly to provide individuals, communities, institutions and nations with responsible financial products and services.*