

# Sustainable Progress Citi's Five-Year Sustainability Strategy

## February 2015



Citi's mission is to enable progress. Guiding us in this mission are our core values of Common Purpose, Responsible Finance, Leadership and Ingenuity. To help fulfill this mission and under the guidance of these values, Citi seeks to advance environmental and social progress and conduct business in a way that creates value for our company and for future generations. We will achieve our vision of sustainable progress through continued industry leadership and engagement, by partnering with our clients and by leveraging our global talent. We look for solutions that are client-centered, scalable, and have the potential for global impact.

Citi's five-year sustainability strategy sets out its business drivers for sustainability and the priority thematic areas of Climate Change, Sustainable Cities, and People and Communities. The strategy also includes key quantitative and qualitative sustainability goals to be accomplished in medium- to longer-term time frames. We will engage with our clients, investors, employees and other stakeholders on an ongoing basis on our strategy and implementation, and we will update the strategy as needed.

Citi's business strategy is built around mutually reinforcing trends that are fundamentally reshaping the economy: globalization, urbanization and digitization.

# Business Context

Citi's business strategy is built around mutually reinforcing trends that are fundamentally reshaping the economy: globalization, urbanization and digitization. With its industry-leading global network, presence in the world's top cities and an ambitious digital agenda, Citi is uniquely positioned to harness these trends for the benefit of its institutional clients and globally connected consumers. Our goal is to be a leading provider of financial services to the world's largest companies and investors, to be the preeminent bank in urban centers, and – through our investments in technology to enhance our digital presence – to become the world's digital bank. We seek to do this through Responsible Finance – conduct that is transparent, prudent and dependable – and by acting ethically and with integrity in all that we do.

Underlying this business context are several sustainability-related drivers. The world is challenged by the current and potential impacts of climate change, increasing resource scarcity, and pressure on land, water and forests. These challenges have put pressure on communities and people and present a threat to global prosperity. Our clients are mobilizing to develop solutions to help meet these challenges and are adjusting their own business models and practices to meet evolving societal needs and expectations. As a client-focused bank, Citi is committed to changing alongside its clients and working to support clients' efforts by offering innovative new products and providing expertise on how environmental and social issues intersect with global finance. In addition to clients, other stakeholders – investors, employees, regulators and communities – expect Citi to deliver expertise and leadership on financial innovation, risk management and sustainability, and to be a sustainable company in its own operations and supply chain. National regulatory frameworks and policies have also been developed that require sustainable practices and reporting by banks and other companies. The Green Protocols in Brazil and Colombia, the Green Credit Guidelines in China, and the Sustainable Banking Principles in Nigeria are a few examples of how best practice standards are changing the landscape for banks.

Citi has a well-established track record on sustainability, and our leadership has been recognized by a number of external third parties. Citi has been listed on the Dow Jones Sustainability World Index since 2001; part of FTSE4Good since 2002; ranked World's Greenest Bank by *Bloomberg Markets*; and named the Most Innovative Investment Bank in Climate Change and Sustainability by *The Banker* magazine. We have had a formal process for engaging with stakeholders on sustainability issues since the late 1990s, and we began publishing an annual Global Citizenship Report on these issues in 2001. Since the early 2000s – through our work on the Equator Principles (EP) and other industry standards – we have helped lead the financial services industry in developing an understanding of how environmental and social issues intersect with global finance. Our work in clean energy finance also began to emerge during this time and is now central to our sustainability strategy, as demonstrated by our early achievement of our \$50 Billion Climate Initiative in 2013.

Our approach is based on the belief that our sustainability strategy must be embedded in Citi business units and aligned with our overall corporate strategy; that transparency and open engagement are essential to success; and that partnerships – with Citi clients and their sustainability teams, with non-governmental organizations (NGOs) and with public agencies such as national and state-based green banks – are necessary to making progress on society's toughest challenges.

Our thematic priorities are issues that are highly relevant to our businesses and stakeholders.

## Strategic Priorities

In alignment with our corporate strategy and the business context in which we operate, our sustainability strategy focuses on three thematic priorities:

- **Combating Climate Change** Climate change is a global challenge of tremendous magnitude and a priority issue for our stakeholders. Climate change and related pressures on natural resources, biodiversity and water present risks to our clients, communities and operations. At the same time, responding to climate change presents transformational opportunities. With expertise in energy and power and a decade of experience working on climate change issues across various industry sectors, Citi is well positioned to support its clients in managing the risks and opportunities from climate change.
- **Championing Sustainable Cities** Cities are centers of innovation and are rapidly becoming a major focus for sustainable development. Citi is present in the world's top cities, which enables us to leverage our people and relationships locally to support the promise as well as address the challenges of urbanization and growth. Sustainability and resilience are key priorities for cities, given the challenges of climate change, the desire to provide a high quality of life for residents, and the focus on building resilient infrastructure. Through the Citi for Cities program, Citi draws upon its expertise, capabilities and footprint in the leading cities around the world to provide financing and advisory solutions to cities.
- **Engaging People and Communities** Social progress is an essential building block for environmental progress, and our sustainability strategy is focused on both people and the environment. We strive to conduct our business in a manner that supports universal human rights and is environmentally and socially responsible, and we consider the risks and benefits to impacted communities in both urban and rural areas. A core element of our strategy involves leveraging the skills of our own people to execute on our commitments.



Our work across these pillars is interrelated, and we look for innovations and best practices that can drive cross-functional progress.

## Sustainability Framework

Our thematic priorities – Combating Climate Change, Championing Sustainable Cities, and Engaging People and Communities – are issues that are highly relevant to our businesses and stakeholders. With an aim towards making a difference in these areas, our sustainability activities are organized under three primary pillars: Environmental Finance; Environmental and Social Risk Management; and Operations and Supply Chain. Our work across these pillars is interrelated, and we look for innovations and best practices that can drive cross-functional progress. Stakeholder engagement and reporting have long been central to our sustainability efforts, and we will continue to emphasize transparency and open engagement with clients, suppliers, employees and stakeholders as the foundation of our sustainability strategy.

Environmental Finance	Environmental & Social Risk Management	Operations & Supply Chain
Lending, investing and facilitating \$100 billion over 10 years to activitie focused on environmenta solutions and reducing the impacts of climate change globally	Collaborating with our clients to manage environmental and social risks and impacts associated with our products and services	Managing our global facilities and supply chain to minimize direct impact, reduce costs and reflect best practices
<b>Engagement &amp;</b> <b>Transparency</b> Engaging with stakeholders and our employees to achieve sustainable progress, and reporting on the results of our strategy and goals		



Our Vision: Sustainable Progress





Lending, investing and facilitating \$100 billion over ten years to activities focused on environmental solutions and reducing the impacts of climate change globally

## al Our Commitment

\$100 Billion Environmental Finance Initiative: Citi will lend, invest and facilitate \$100 billion over ten years (2014 - 2023) towards activities that reduce the impacts of climate change and create environmental solutions that benefit people and communities. This goal is in addition to our previous \$50 billion goal, which we met three years early in 2013.

Citi has a long history of innovation, including financing the first transatlantic cable and installing the first ATM. Our mission is to enable progress. We are applying that same approach to creating innovative financial products and solutions that help our clients address sustainability challenges and drive sustainable progress.

Following on the successful conclusion of our \$50 Billion Climate Initiative, we expect to see further market growth and client leadership in developing environmental solutions. In support of this growth and leadership, we are launching a new **\$100 Billion, Ten-Year Environmental Finance Initiative.** Achieving this goal will depend on client demand and market conditions, and on our ability to influence change in the market. Through this initiative, we will:

- Finance and invest in activities that mitigate the impacts of climate change
- Continue to build on our leadership in renewable energy and energy efficiency financing
- Engage with clients and stakeholders to identify opportunities to finance greenhouse gas (GHG) reductions and resource efficiency in other sectors, such as sustainable transportation
- Seek to finance and support activities that enable communities to adapt to climate change impacts
- Direct financing to other environmentally positive activities, such as infrastructure improvements that increase access to clean water and manage waste
- Support green, affordable housing for our clients, including in low- and moderate-income communities
- Seek to highlight scalable innovations that harness the power of big data and digital solutions to solve environmental challenges

## Citi's Sustainability Strategy Environmental Finance

As with our \$50 Billion Climate Initiative, we will measure progress through rigorous accounting of direct balance sheet financing and investing, and environmentally positive activities that our financing and advisory services help to catalyze and leverage. We commit to disclose our overall measurement methodology, and we will report on our progress on an annual basis.

## Environmental Finance Background

In addition to the creation of specialty units such as the Alternative Energy group within our broader energy and power business, we have sought ways to stimulate the transformation of our businesses and the global economy through the use of our traditional products and services. In 2007, we announced our \$50 Billion Climate Initiative, which was a goal to direct \$50 billion over ten years to climate-friendly activities with our clients. We exceeded that goal in 2013, three years ahead of our 2016 target year. Examples of our financing activities included: Solar Star, a 579 megawatt solar installation in California which is expected to be the largest solar project in the world when complete; the 113 megawatt Inka wind project, which will be the first wind farm in Peru; and Kilowatt Financial, a company which provides energy-efficiency loans to homeowners.

Our new \$100 Billion Environmental Finance Initiative will build on this history and a number of efforts already underway:

- **Citi's Leadership in Alternative Energy Finance** Citi continues to be a leader in financing renewable and alternative energy. While a majority of the financing in this space has been in the United States, we expect to see an increasing volume in the emerging markets in which Citi has long been present. Citi is also leading the effort to engineer new ways to finance energy efficiency for corporates, state and local governments and homeowners, and to pool project financings.
- **Green Bonds** Citi worked with three other banks to develop the Green Bond Principles, which are a set of guidelines for banks and issuers. Citi is working with its clients to issue green and other thematic bonds that have positive social and environmental benefits, which are designed to bring new investors to the table.
- **Citi for Cities** In connection with a focus on solving urban challenges through Citi for Cities, Citi has formed a partnership with C40, a global organization of cities focused on climate change solutions. We are working with C40's sustainable infrastructure finance network to identify solutions for climate change resilience.
- **Public-Private Partnerships** Citi partners with governmental entities at the municipal and federal levels, with country- and state-based green banks, with NGOs to develop innovative financing solutions, and with other banks on industry standards such as the EP and the Green Bond Principles.





Our Vision: Sustainable Progress

& Social Risk

Management

Collaborating with our clients

and social risks and impacts

associated with our products

to manage environmental





and services

# Environmental Our Commitment

Building on Citi's long-standing Environmental and Social Risk Management (ESRM) policies and underlying standards and over a decade of implementation and market leadership, we commit to:

- Continuous Policy Improvement Continually innovate and evolve our ESRM policies and standards in response to
  emerging risks and new product development. We will do this by partnering with others and by deepening transactionspecific engagement with our clients to manage risks, identify solutions and add greater value. We will also create and
  implement new internal training approaches to build ESRM and sustainability capacity across Citi.
- **Portfolio-Level Analysis of Environmental and Social Risks** Conduct Environmental and Social Portfolio Reviews of sectors that are of high importance to our businesses but that also may carry higher risk from an environmental and social perspective. Findings of these reviews will be included as part of the annual portfolio assessment process, as environmental and social risks are increasingly tied to broader economic and financial risks. Portfolio-level analysis will also present opportunities for greater client engagement, as Citi will be well positioned to advise clients on solutions to thematic risks.
- Systematic Monitoring of Emerging Risks Conduct periodic Environmental and Social Risk Radar Reviews (ESR3) to identify new and emerging risks and trends. Examples of issues that require deeper learning and research include carbon asset risk and how it may influence energy markets; oil, gas and mining development in the Arctic; water stress and water availability in various geographies and industries; how to achieve "zero net deforestation;" and other trends and risks related to our growing commodities business.
- **Building Global Capacity** Develop collaborations with clients, peers and regulators to build ESRM capacity externally. This will allow us to maintain a level playing field with our competitors and raise the baseline of environmental and social performance across our client base and operating geographies.



Our Vision: Sustainable Progress

## Citi's Sustainability Strategy Environmental & Social Risk Management

Citi's goal is to be the bank of choice for partnering with clients to effectively manage and mitigate risk.

## ESRM Background

An early and central part of Citi's approach to proactively managing environmental and social risk in its client transactions was the recognition of the business value of ESRM. We also recognized the need for the financial sector as a whole to embrace robust ESRM standards. In 2003, Citi led the transformation of the financial sector's approach to ESRM as one of the original four co-founders of the EP for project and infrastructure finance. The EP triggered tremendous positive industry change and momentum and led to a shift in how our industry perceives and manages environmental and social risk. At Citi, adopting the EP also contributed to increased awareness within the company of broader environmental and social issues. Building on the EP, in 2004 we launched our comprehensive ESRM Policy, a robust policy framework and internal process to review a broad range of transactions. The ESRM Policy is now a company-wide policy, covering our Institutional Clients Group as well as mid-sized commercial clients within our Global Consumer Banking business.

We remain engaged as a leader through our long-time membership on the EP Steering Committee, including our two-year term as chair in 2010 – 2012. In addition, we collaborate to develop capacity-building and knowledge-sharing opportunities, such as the Biodiversity for Banks initiative created and led jointly by Citi, the World Wildlife Fund (WWF), and the Business and Biodiversity Offset Program (BBOP), which was rolled out to EP banks worldwide in 2012 – 2013.

We are also working to facilitate the transformation of environmental and social risk from being viewed as a limitation on business into an area where this expertise can strengthen client relationships and create value. Citi's goal is to be the bank of choice for partnering with clients to effectively manage and mitigate risk. Many of our clients are best-in-class in their management of environmental and social challenges, and we seek to partner with and learn from them. In other instances where clients are working to build their capacity in these areas, we help them understand and meet international standards in order to fulfill their aspirations to grow globally.







# Operations & Supply Chain

Managing our global facilities and supply chain to minimize direct impact, reduce costs and reflect best practices

## Our Commitment

We will manage our global operations and supply chain to meet new environmental footprint and supply chain goals, with a focus on minimizing direct impacts, reducing costs and reflecting global best practices.

- **Operations** Using a rigorous climate science-based methodology, we have established new GHG emission reduction goals within a new set of environmental footprint goals for 2020. Our new 2020 goals cover our priority sustainability areas GHG emissions, energy, water, waste and green building across our entire portfolio of nearly 12,000 owned and leased facilities.
- **Supply Chain** To continue strengthening our sustainable supply chain strategy, we will develop sustainable sourcing policies in three high-impact categories (information technology (IT), paper and travel) and will deepen supplier engagement on sustainability risk management. We will also seek to align our supply chain risk management with our ESRM policies and processes.

Citi's work to reduce its direct environmental footprint, promote green building at scale, and drive environmental and social progress in its supply chain is fundamental to its sustainability performance. This work can also serve as a learning laboratory to stimulate product development and new partnership opportunities with clients and NGOs. We look for opportunities to leverage our operational and supply chain expertise in ways that bring value to our client engagements, and we are linking our operations and banking units to co-develop financing solutions.



# Citi's Sustainability Strategy Operations & Supply Chain

We look for opportunities to leverage our operational and supply chain expertise in ways that bring value to our client engagements.

## **Operations**

The United Nations Intergovernmental Panel on Climate Change has indicated that a global temperature increase of 2°C is the tipping point for irreparable damage due to climate change, and that to remain below this level will require an 85 percent cut in GHG emissions in industrialized countries and a 50 percent reduction in developing countries by 2050. Adopting this scientific study, along with other current GHG management best practice, has enabled Citi to establish ambitious new GHG emission reduction goals. Our methodology in determining our absolute GHG emission reduction goals takes into account global GHG levels, necessary reductions to maintain a 2°C threshold, our geographic distribution and our contribution to global gross domestic product (global GDP). In addition to our science-based GHG emissions reduction goals, we have established new absolute reduction goals for energy, diversion of waste to landfill, and water use, including a commitment that 10% of our water will come from reclaimed or recycled sources. Furthermore, we will continue to increase our green building portfolio of Leadership in Energy and Environmental Design (LEED) certified facilities. These goals build upon our current 2015 environmental footprint goals and continue to be based on a 2005 baseline.

This overall operational strategy aims to enable progress across our global footprint. It incorporates climate science into our thinking about GHG emissions reduction as we look towards 2020. We have defined a fixed-intensity metric based upon fiscal performance (contribution to global GDP) to account for growth or contraction, and as climate models and best practice continue to develop we will assess and revise our process as needed. From 2020 on, to ensure we are on-track to hit our 2050 metric, we will set absolute goals in five-year increments and continue to track annual performance towards each goal. Our new 2020 operational goals include:

#### • GHG Emissions

- 2020 goal 35% absolute reduction
- Annual carbon intensity reduction rate of -9.67% year over year (normalized by contribution to global GDP)
- 2050 goal 80% absolute reduction
- Energy
- 30% absolute reduction
- Water
  - 30% absolute reduction
- 10% of water from a reclaimed or recycled source
- Waste
- 60% absolute reduction
- LEED
- 33% of our real estate portfolio LEED certified

## Citi's Sustainability Strategy Operations & Supply Chain

## **Supply Chain**

Our sustainable supply chain approach is based on the belief that our suppliers should meet high standards in environmental and social performance, and that partnering with our suppliers is critical to meeting our expense management objectives as well as our goal to promote environmental and social progress. Our sustainable supply chain goals are focused on two priority areas:

- Supply Chain Policies
- Develop sustainable sourcing policies for the following categories, to promote a high level of environmental and social performance, manage risk and assess the GHG emissions in our supply chain:
  - Paper and paper-based products
  - IT hardware and e-waste disposal
  - Travel (including air, rail, rental cars and car services) and logistics
- Report annually on the development and implementation of these sustainable sourcing policies, including supplier evaluations under those policies
- Supplier Engagement
- Deepen our implementation of Citi's Statement of Supplier Principles by integrating the principles into master contracts with suppliers
- Roll out our Corporate Responsibility Questionnaire globally to all key suppliers, and use the questionnaire to identify and address gaps for priority sectors and geographies through supplier engagement
- Continue to develop internal and external training initiatives to educate suppliers and procurement professionals on industry best practices
- Report annually on the results of our supplier assessments and training initiatives



## Citi's Sustainability Strategy Operations & Supply Chain

## Operations and Supply Chain Background

We launched our sustainability program by first looking at our own operations. With approximately 12,000 facilities and 250,000 employees, our environmental footprint is significant and growing, particularly as we become an increasingly digital company that relies on energy-intensive data centers as our backbone. We began reporting on our direct environmental impacts related to energy, water and waste in 2002, and we set our first environmental footprint reduction goals in 2007. When these goals were achieved in 2011, we set additional reduction goals for 2015. The goals, which are measured against a 2005 baseline and are all completed or near completion, are:

#### • 25% Reduction in Absolute GHG Emissions

- Met this goal in 2013, two years early, and reset the goal to achieve this reduction by 2015 solely through energy efficiency measures, without counting the use of our green energy offsets

#### • 20% Improvement in the Energy Efficiency of Our Real Estate Portfolio

- On track to meet this goal in 2015
- 20% Reduction in Water Usage
- On track to meet this goal in 2015
- 40% Reduction in Waste Sent to Landfill
- Met this goal in 2013, two years early

#### • 15% of Our Global Real Estate Portfolio LEED Certified

– On track to meet this goal in 2015

Green building at scale has also been central to our operational strategy. In 2009 we achieved the first-ever LEED Platinum certification for a data center, for the Citi Data Center in Frankfurt, Germany. This was especially relevant as data centers are our most energy-intensive facilities, accounting for approximately 25 percent of our overall energy usage. Citi also was the first company in the world to achieve 100 LEED certified projects in 2009, and in 2012 it was the first bank in the world to achieve 200 LEED certifications.

Our sustainable supply chain effort began in 2009 with the development of our Statement of Supplier Principles, which outline the ethical, human rights and environmental standards that we expect of our suppliers. That same year, we began reporting GHG emissions from our business air travel as part of Citi's Scope 3 reporting process.







# Engagement & Our Commitment

We will engage with our stakeholders and employees to achieve sustainable progress and report publicly on the results of our strategy and goals.

Engaging with stakeholders to achieve sustainable progress, and reporting on the results of our strategy and goals

Transparency

- **Stakeholder Engagement** We will continue to engage with stakeholders to understand emerging trends, risks and opportunities for Citi and the communities in which it operates.
- **Employee Engagement** We will continue to build our employee engagement program to leverage our global talent in ways that benefit our sustainability initiatives and the communities where we live and work.
- **Transparency and Communications** We will apply best practices in reporting on our strategy and performance, monitoring emerging developments in disclosure and consistently marrying transparency with materiality.

### Stakeholder Engagement

Open engagement with clients, suppliers, employees and stakeholders is the foundation of our sustainability strategy. We engage with a variety of stakeholders to understand emerging trends and how they could affect our businesses and our clients. These relationships can also help us identify new areas of opportunity for environmental finance and progress. We also connect with our clients and the public on sustainability issues through our social media channels as well as through innovative initiatives such as the Citi Bike bike share program in New York City and Miami.

During the process of developing our sustainability strategy, we solicited feedback from a group of stakeholders including investors, clients, employees and NGOs. We will continue to engage stakeholders through formal stakeholder panels as well as informally to receive input on our strategy implementation and further development.



# Citi's Sustainability Strategy Engagement & Transparency

We engage with a variety of stakeholders to understand emerging trends and how they could affect our businesses and our clients.

## **Employee Engagement**

Engagement with our employees, including in our Institutional Clients Group and Global Consumer Banking businesses, also underpins our sustainability efforts. Citi has volunteer Green Teams that act as the ambassadors for its sustainability pillars; they play a key role by hosting targeted campaigns, recycling programs, expert lectures and volunteer efforts that promote sustainable practices. We will continue to build our global Green Team Network to help develop local capacity and initiatives in support of our sustainability strategy.

### **Transparency and Communications**

Citi believes in the importance of tracking its performance metrics and publicly reporting on its strategy and performance through our annual Global Citizenship Report, website and stakeholder convenings. Our increasingly digital world requires a high level of transparency in our engagements with stakeholders as well as in our communications and annual reporting. We also support and promote reporting by our clients and suppliers.

Citi uses the Global Reporting Initiative (GRI) framework as a guide for reporting. We are also monitoring a number of related reporting initiatives, including Sustainability Accounting Standards Board (SASB) and the GHG Protocol Scope 3 work. We support the drive towards increased transparency and will continue to actively assess emerging best practice in disclosure. We will apply reporting practices that are guided by materiality and that elucidate environmental and social risks with an eye towards developments that could lead to financial risk for our clients, communities and Citi. We will also continue to get third-party assurance of our reporting on key environmental and social indicators, such as EP implementation and our operational performance.



## Governance and Oversight

Citi's sustainability strategy is primarily implemented in its businesses. In addition, as described below, we have key groups that provide strategic guidance and senior-level review.

 Corporate Sustainability – Citi's Corporate Sustainability team, part of Global Public Affairs, is responsible for developing Citi's sustainability strategy in collaboration with partners across the bank and for coordinating and monitoring its implementation. The Corporate Sustainability team works across Citi's businesses in all regions to provide expertise, facilitate cross-business learning and coordination, engage with stakeholders, and report on our progress. In addition to the businesses, this unit also works with corporate citizenship officers in our Europe, Middle East, Africa (EMEA), Latin America and Asia Pacific regions and in key countries. These corporate citizenship officers help address sustainability issues as they arise.

#### Sustainability Review Committees

- The Environmental and Social Policy Review Committee (ESPRC) is comprised of representatives from Banking, Risk, Research, Legal, Government Affairs, Operations & Technology and Regional Management and provides input and guidance on Citi's sustainability strategy, policies and initiatives. An executive subcommittee of the ESPRC provides additional oversight and feedback to Citi's Corporate Sustainability and ESRM teams. The Corporate Sustainability unit, in partnership with the ESRM unit, is responsible for convening the ESPRC and the subcommittee.
- The EMEA Climate Council is a management-level council that serves as a regional platform for identifying new sustainability-related opportunities and client value-adds across our businesses.
- Business Practices Committees Citi's business practices committees, at the corporate level and in each of its businesses, review business activities, sales practices, product design, potential conflicts of interest, complex transactions, suitability and other reputational concerns, providing guidance so that Citi's business practices meet the highest standards of ethics, integrity and professional behavior. These committees are comprised of our most senior executives and focus on reputational risk. In certain circumstances, the business practices committees may be used as a platform to engage senior management on situations or transactions that could pose significant reputational risk to the firm due to potential environmental or social impact.
- **Board of Directors** The Nomination, Governance and Public Affairs Committee of Citi's Board of Directors annually reviews Citi's sustainability policies, initiatives and results.



## **Business Unit Descriptions**

Ownership of the three primary pillars of our sustainability strategy is embedded in the relevant lines of business as follows.

 Environmental Finance – Individual business units are responsible for our work with clients on environmental finance around the world. In our Institutional Clients Group, key units include Alternative Energy Banking, Alternative Energy Finance, Municipal Securities, Export and Agency Finance, Commodities, Citi Community Capital and Equity Research. In our Global Consumer Banking business, key units include Commercial Banking and CitiMortgage.

#### Environmental and Social Risk Management

- This work is led by the ESRM unit, which is part of the Independent Risk Management function within the Institutional Clients Group. As a global function, the ESRM unit sets Citi's environmental and social risk policies and standards in consultation with relevant business units and Independent Risk, and assesses the environmental and social risks associated with financing transactions. This work is supported by regional ESRM Champions, who are credit risk officers with additional ESRM review and advisory responsibilities. This team also provides advice and counsel to bankers on a variety of environmental and social issues.
- Risk specialists also sit in our Global Consumer Banking unit and are responsible for implementing the ESRM policy for our mid-sized commercial clients.

#### Operations and Supply Chain

- A Sustainability team is embedded in the Citi Realty Services unit and is responsible for our sustainable facilities
  program, including setting and meeting goals to reduce our GHG emissions, energy use, waste to landfill and water
  use as well as to increase our energy efficiency. This team also oversees Citi's market-leading green building program
  to grow its LEED portfolio at scale and implement green building standards across our global footprint.
- Our Procurement group has a Supplier Diversity and Sustainability team that is responsible for implementing our sustainable supply chain program and Statement of Supplier Principles. This includes assessing suppliers against sustainability criteria, ensuring that our suppliers meet our standards, and developing and implementing specific product category policies as needed.

For more information please email us at <a href="mailto:sustainability@citi.com">sustainability@citi.com</a> or visit <a href="mailto:http://www.citigroup.com/citi/environment/">http://www.citigroup.com/citi/environment/</a>



Our Vision: Sustainable Progress

