



PROJECT PROFILE



Prioritizing health and well-being at scale to create people-first places.

**Linda Foggie**  
Global Head of Building Operations

**Cameron Thompson**  
Global Head of Sustainability for Real Estate

**Karina Carillo**  
Global Sustainability and Wellness Operations Analyst



## AT A GLANCE

With a remarkable 200-year legacy, Citi is dedicated to empowering clients to overcome their most formidable challenges and seize extraordinary opportunities. As a trusted financial institution, they are committed to upholding the highest ethical standards and earning the public's unwavering trust.

Citi's value proposition revolves around three fundamental principles: prioritizing the client's best interests, creating sustainable economic value and assuming systemic responsibility. By adhering to these principles, they not only make a positive financial impact but also contribute to the social fabric of the communities they serve. Citi showcases the immense potential of a global bank to effect positive change.

**A notable aspect of their leadership is demonstrated through their enrollment in WELL at scale.** Currently, their efforts span an impressive footprint that includes 2,519 locations across 93 countries, encompassing 40,073,886 square feet. The impact of these initiatives reaches an astounding 200,267 individuals within their organization.

Citi has earned WELL achievements at over 2,612 locations, underscoring its dedication to health and safety. This impressive milestone includes 2,611 WELL Health-Safety Rated locations and one WELL Certified Platinum location. They were also a recipient of the 2022 WELL Health and Safety Award, a testament to their commitment to the health and well-being of their people.



### Citi earned IWBI's Health and Safety Award in 2022.



**2,500+**  
Locations



**90+**  
Countries



**40M+ ft<sup>2</sup>**  
(3.7M+ m<sup>2</sup>)  
Total size

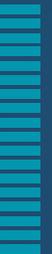
**190,000+**  
People



### STANDOUT ACHIEVEMENT

Key Highlights to celebrate your progress

Citi achieved the WELL Health-Safety Rating at **all their locations.**



### ADDITIONAL ACHIEVEMENTS

Citi achieved WELL Platinum Certification at **1** location.



## WHY WELL?



Linda Foggie

*Global Head of  
Building Operations*

Citi has a longstanding history of prioritizing the health and wellbeing of our colleagues. Today, these goals exist in tandem with our sustainability initiatives and our commitment to creating user-centered workspaces that promote wellness, inclusivity, and flexibility.

## CITI'S ORGANIZATIONAL STRUCTURE

At Citi, WELL is housed within the global sustainability team, Citi Realty Services (CRS). The WELL Standard, given its interdisciplinary nature, could live under various departments, but we believe it's fitting for WELL to sit with us because we've historically served as a bridge, connecting disparate discussions we might not have been part of otherwise, whether it's regarding facilities like bathrooms and lactation rooms or decisions around meeting design and volunteer spaces.

As part of our larger sustainability efforts, we have specialized teams both at the corporate and regional levels. Each region has its own sustainability lead, occasionally shared, operating autonomously due to the organization's diverse cultural and regional footprint. While our sustainability team is relatively small, we are part of a larger real estate team of around 500 individuals, supported by an extensive network of vendors and consultants like CBRE and Cushman and Wakefield, who execute on our sustainability initiatives and report back, enabling us to achieve our goals.

Numerous stakeholders collaborate to drive Citi's ship forward – global and regional leaders, external partners, and diverse teams within regional leadership. This intricate web of support is evident, particularly in our WELL initiative, where various teams work harmoniously to advance both company-wide objectives and individual initiatives. Our substantial size, often thought of as a challenge, is, in fact, our greatest asset, as it fosters collective participation in our initiatives.

## MOTIVATION FOR WELL

The motivation for sustainability initiatives originates from the highest levels of leadership, stemming from Citi's CEO and permeating throughout the organization with genuine enthusiasm. Whether you're in talent and diversity, health and medical, community engagement, or critical facilities, wellness and health are consistently prioritized and are a conversation thread across the board. There's also a broader recognition of wellness as a critical aspect of talent attraction, given the ongoing talent competition in recent years. Being an appealing employer and offering an attractive workplace is a top priority for Citi.







Karina Carillo

*Global Sustainability  
and Wellness  
Operations Analyst*

What's most remarkable about the Health Safety Rating is that we earned it on a global scale. We achieved all 18 features by all 93 countries, showcasing remarkable uniformity — an achievement that was especially meaningful post-pandemic. This recognition underscored our ongoing commitment to standards that we were already upkeeping whether it was health benefits or air quality. The rating not only celebrated our efforts but also validated them through the research behind the WELL Standard, affirming that we were on the right path to support a safe return to the office. The research is also internationally based so it really supported our global workforce as well. Our aim is to encourage and enable people to live their best, healthiest lives, and the WELL Health-Safety Rating supports that objective.

## WELL HEALTH-SAFETY RATING



### AIR AND WATER QUALITY MANAGEMENT

**Feature SA1:** Assess ventilation

**Intent:** Minimize indoor air quality issues through the provision of adequate ventilation.

*Our employees take pride in knowing that going to work does not pose a risk to their health.*



### CLEANING AND SANITIZATION PROCEDURES

**Feature SC4:** Select preferred cleaning products

**Intent:** Minimize potential health effects to occupants by selecting less hazardous products.

*In collaboration with IWBI, we've effectively addressed the complexities that arise from our company's scale and the diverse regulations across regions like the EU and the US as it relates to the cleaning products we employ. We use safe and eco-friendly cleaning products that align with our commitment to human and community health.*



### HEALTH SERVICE RESOURCES

**Feature SH2:** Provide health benefits

**Intent:** Support the overall health and well-being of individuals and their families by offering comprehensive health benefits, policies and services.

**Feature SH3:** Support mental health recovery

**Intent:** Enable families and individuals to access mental health services and resources that provide support during and after emergencies.

*We earned both of these features globally despite regulatory differences between countries and regions. Citi ensures that all colleagues, including their family members, have access to baseline mental health benefits. This was especially crucial during and after the pandemic and after and it's a significant offering that we take pride in.*

# TOP ACHIEVED WELL HEALTH-SAFETY STRATEGIES

Citi has achieved the following features throughout all their locations



SC1 Support Handwashing  
SC3 Improve Cleaning Practices  
SC4 Select Preferred Cleaning Products



SE1 Develop Emergency Preparedness Plan  
SE2 Create Business Continuity Plan  
SE3 Plan for Healthy Re-Entry  
SE4 Provide Emergency Resources  
SE5 Bolster Emergency Resilience



SH2 Provide Health Benefits  
SH3 Support Mental Health Recovery  
SH4 Promote Flu Vaccines  
SH5 Promote a Smoke-Free Environment



SA1 Assess Ventilation  
SA2 Assess and Maintain Air Treatment Systems



SS1 Promote Health and Wellness



Innovation Option 1: Innovation Proposal  
Innovation Option 2: WELL AP  
Innovation Option 3: Design for WELL Health-Safety



## STRATEGIES FOR A WELL AT SCALE APPROACH

We have a company-wide mission focused on promoting health, which remains consistent regardless of regulations and we always take a global perspective to identify which features can be achieved universally. Then, we break down our approach by region, sometimes by country, and sometimes even by building. We've learned to leverage individual certifications and their roadmaps to benefit entire regions. For example, the initial certification journey in Hong Kong provided insights into the Asia Pacific region as a whole. Similarly, a project in London could support initiatives in the EMEA region. This way, we utilize our company size to our advantage. Applying these features on a global scale with over 2,500 locations has been a new and exciting challenge for us and has pushed us to increase coordination across our global outposts.



## Features of Impact

### WELL EQUITY RATING



Working hand in hand with the Talent and Diversity team as well as our ESG team members, we've been focused on working through **Feature EH4:** Implement Responsible Labor Practices and **Feature EC3:** Historical Acknowledgement.

It's been exciting to work with the IWBI team to understand how to apply various features in the WELL Equity Rating at a global scale as we did with the Health-Safety Rating. For these teams, the Equity Rating celebrates their ongoing work as we have several dedicated teams who are tirelessly working on talent and diversity initiatives, making significant contributions both internally and externally. For example, we've introduced an initiative that allows individuals to personalize their credit cards with their chosen names. This small yet powerful gesture underscores our commitment to DEI principles. We also place a high priority on pay equity, advocating for it vigorously not only within our company but also in the broader context. Given our consistent dedication to these values and actions, enrolling in the Equity Rating was a natural decision.



## PEOPLE AND PLANET

One of our goals for 2025 is to certify 40% of our portfolio by volume, based on square footage and we're happy to report that we just achieved that target, three years ahead of schedule, which is a significant accomplishment. In addition to applying WELL, we also pursue LEED, EDGE, and TRUE certifications at a number of our locations.

The work that we're doing now with WELL has been really instrumental in building up the social value of what we do. Going forward, it's something that we're excited to continue to expand on further.

Many organizations are figuring out where ESG sits and its interconnectedness across departments. With the enhanced focus on putting the "H" in "S," it's expanded the people who are involved. It's not a "one department-fits-all" approach. Instead, the entire organization is now mobilized toward advancing the overall environmental and social governance within Citi and each person plays a distinct and crucial role in this collective effort.

As subject matter experts, we want to enable different people in the organization to advance ESG. One way we're doing that is by starting a WELL AP program to encourage these conversations to happen more often and by more Citi leaders.

We also have dedicated green teams composed of individuals who are passionate about sustainability and wellness. They convene across different regions to brainstorm how they can influence their local building or integrate sustainability further into their work and we're increasingly aligning our efforts with their initiatives to share our commitment to sustainability.