

Citi Technology Infrastructure

2014 Voice of Employee (VOE) Survey Results

November 12, 2014



CTI VOE Results Snapshot

- 5,281 CTI employees participated in the 2014 survey. This equates to 80% of all CTI employees.
- Top level results (as tracked in Goals):
 - Overall item average (Overall Employee Satisfaction) for comparable questions increased by 1% to 70.7%. This is based on average of 27 items comparable YoY, CTI improved ratings in 15, held steady in 6 and decreased in 6. *Note: Overall Item Average for 2014 (all 36 items) is 72%*
 - Held steady on VOE Employee Engagement Index at 64%
 - Increased Manager Effectiveness Index from 78% to 79%
- The #1 most significant change was in the satisfaction of information employees receive from management on what's going on in the company, increasing 5 points from 62% to 67%.
- Ethical Culture items in top 3 with an overall favorable index of 85%.
- 2894 participants (54%) shared comments in the 2014 survey (consistent YoY). Compensation (15.76%), Benefits (11.3%) and Career Development (9.54%) were the most commented on topics.

Index Summary

	CTI-2014	CTI-2013	CIS-2014	CIS-2013	ICG ISD-2014	ICG ISD-2013	GCG ISD-2014	GCG ISD-2013	Business Operations-2014	Business Operations-2013	Product Management-2014	Product Management-2013	Transformation Program-2014	Transformation Program-2013	CCO-2014	CCO-2013	Customer Operations-2014	Customer Operations-2013
Number Responding	5281	6166	2545	2593	28	30	149	154	210	220	186	208	16	20	620	795	1118	1733
Percentage Responding																		
Diversity Index**	76	-	76	-	74	-	82	-	76	-	81	-	81	-	75	-	74	-
Engagement Index	64	64	63	62	65	40	66	63	62	60	73	63	71	55	69	66	62	64
Ethical Culture Index**	85	-	85	-	89	-	91	-	86	-	88	-	89	-	83	-	83	-
Manager Effectiveness Index	79	78	80	78	79	60	84	77	79	78	84	78	79	61	79	76	77	78
Employee Net Promoter Score*	-1	-	-4	-	-18	-	5	-	1	-	13	-	-44	-	3	-	-2	-
Overall Item Average	72	-	72	-	72	-	77	-	71	-	79	-	78	-	74	-	70	-

	CTI-2014	CTI-2013	NAM-14	NAM-13	APAC-14	APAC-13	JAPN-14	JAPN-13	EMEA-14	EMEA-13	MEXC-14	MEXC-13	LATM-14	LATM-13	EI - 14	Citi Total-14
Number Responding	5281	6166	2109	2535	1101	1301	104	120	976	1070	513	599	478	541	11840	211575
Percentage Responding			40%		21%		2%		18%		10%		9%			
Diversity Index**	76	-	76	-	78	-	70	-	75	-	74	-	73	-	79	79
Engagement Index	64	64	60	57	75	78	61	68	61	58	65	68	66	66	71	73
Ethical Culture Index**	85	-	84	-	87	-	82	-	84	-	84	-	84	-	87	87
Manager Effectiveness Index	79	78	80	78	81	82	77	78	79	76	78	76	74	73	80	80
Employee Net Promoter Score*	-1	-	-9	-	15	-	-30	-	-31	-	39	-	17	-	1	18
Overall Item Average	72	-	70	-	78	-	68	-	71	-	73	-	71	-	76	77

Most / Least Favorable

Top 5 items

Theme	Survey Items	2014 % Fav	2013 % Fav	2012 % Fav	2014-13 1-year change	2014-12 2-year change
Ethical Culture	18. I know how to report violations of Citi's Code of Conduct.	92%	N/A	N/A	N/A	N/A
Ethical Culture	23. I feel accountable to identify and escalate issues that present risk to our company.	88%	N/A	N/A	N/A	N/A
Ethical Culture	33. The people I work with act with integrity.	88%	87%	87%	1	1
Leadership	17. I feel free to talk with my manager about matters that concern me.	86%	85%	85%	1	1
Diversity	10. I am treated with respect and dignity at work.	85%	85%	85%	0	0

Bottom 5 items

Theme	Survey Items	2014 % Fav	2013 % Fav	2012 % Fav	2014-13 1-year change	2014-12 2-year change
Meritocracy	4. In this company, people are rewarded according to their job performance.	42%	41%	40%	1	2
Innovation & Change	31. I am confident that positive change will take place as a result of the VOE.	51%	52%	52%	-1	-1
Meritocracy	24. People are selected for new jobs based on their skills and performance.	55%	55%	55%	0	0
Innovation & Change	13. This company is making the changes necessary to compete effectively.	56%	57%	59%	-1	-3
Leadership	29. The leaders of the company do what they say they are going to do.	57%	55%	57%	2	0

Green	Current Favorable higher (difference is statistically significant)
Red	Current Favorable lower (difference is statistically significant)
N/A	Not Available

Most Increase / Decrease

Most significant increase

Theme	Survey Items	2014 % Fav	2013 % Fav	2012 % Fav	2014-13 1-year change	2014-12 2-year change
Leadership	34. Information from management on what's going on	67%	62%	64%	5	3
Innovation & Change	5. My Manager encourages new and better ways	81%	77%	79%	4	2
Development	12. Opportunity to grow and develop at Citi	65%	61%	63%	4	2
Productivity	7. Well informed about what is expected in my job	79%	76%	78%	3	1
Partnership	35. Involvement in decisions that affect your work	61%	58%	60%	3	1
The Company	36. Overall satisfaction with company at the present time	67%	64%	67%	3	0

Most significant decreases

Theme	Survey Items	2014 % Fav	2013 % Fav	2012 % Fav	2014-13 1-year change	2014-12 2-year change
Leadership	3. Clear link between work and company objectives	75%	77%	79%	-2	-4
Client Focus	14. Committed to delivering product and service excellence	77%	78%	80%	-1	-3
Innovation & Change	13. Company making changes necessary to compete	56%	57%	59%	-1	-3
Innovation & Change	21. Confidence that positive change will result from VOE	51%	52%	52%	-1	-1
Ethical Culture	6. Report unethical practices without fear of reprisal	74%	75%	73%	-1	1
The Company	16. I would like to be working at Citi one year from now	77%	78%	81%	-1	-4

Green	Current Favorable higher (difference is statistically significant)
Red	Current Favorable lower (difference is statistically significant)
N/A	Not Available

CTI Countries (by size)

	CTI Total-14	CTI Total-13			United States-14	United States-13	Mexico-14	Mexico-13	Singapore-14	Singapore-13	Poland-14	Poland-13	United Kingdom-14	United Kingdom-13	Philippines-14	Philippines-13	Brazil-14	Brazil-13	Japan-14	Japan-13	Hungary-14	Hungary-13
Number Responding	5281	6166			2070	2477	513	599	460	519	333	313	289	323	235	344	207	249	104	120	88	136
Percentage Responding					39%		10%		9%		6%		5%		4%		4%		2%		2%	
Diversity Index**	76	-			76	-	74	-	76	-	77	-	76	-	83	-	70	-	70	-	81	-
Engagement Index	64	64			60	57	65	68	73	71	62	54	58	56	82	87	62	66	61	68	71	62
Ethical Culture Index**	85	-			84	-	84	-	88	-	83	-	85	-	87	-	83	-	82	-	87	-
Manager Effectiveness Index	79	78			80	78	78	76	81	78	84	77	75	74	85	86	73	72	77	78	80	77
Employee Net Promoter Score*	-1	-			-9	-	39	-	13	-	-27	-	-46	-	42	-	2	-	-30	-	-19	-
Overall Item Average	72	-			70	-	73	-	77	-	73	-	68	-	83	-	68	-	68	-	76	-

	CTI Total-14	CTI Total-13	Hong Kong-14	Hong Kong-13	El Salvador-14	El Salvador-13	Korea, Republic of-14	Korea, Republic of-13	India-14	India-13	Argentina-14	Argentina-13	Australia-14	Australia-13	China-14	China-13	Colombia-14	Colombia-13	Germany-14	Germany-13	Russian Federation-14	Russian Federation-13	Indonesia-14	Indonesia-13	Malaysia-14	Malaysia-13	Canada-14	Canada-13	Taiwan-14	Taiwan-13
Number Responding	5281	6166	76	101	74	79	64	64	61	50	44	45	41	41	41	44	39	40	39	41	34	38	33	24	31	48	30	52	31	34
Percentage Responding			1%		1%		1%		1%		1%		1%		1%		1%		1%		1%		1%		1%		1%		1%	
Diversity Index**	76	-	74	-	69	-	69	-	90	-	78	-	81	-	87	-	83	-	74	-	73	-	71	-	65	-	78	-	65	-
Engagement Index	64	64	70	77	64	65	66	93	89	91	68	63	56	52	80	82	82	72	64	60	65	60	69	85	63	64	69	58	68	72
Ethical Culture Index**	85	-	85	-	78	-	80	-	94	-	83	-	87	-	90	-	95	-	87	-	88	-	80	-	86	-	88	-	88	-
Manager Effectiveness Index	79	78	80	83	71	70	75	96	88	96	77	70	76	74	85	92	77	68	82	78	85	87	65	90	68	65	88	76	71	69
Employee Net Promoter Score*	-1	-	-19	-	39	-	-5	-	54	-	9	-	-30	-	-13	-	62	-	-44	-	3	-	6	-	-13	-	0	-	-20	-
Overall Item Average	72	-	76	-	69	-	71	-	89	-	75	-	67	-	82	-	82	-	72	-	76	-	70	-	68	-	76	-	71	-

CTI Functions Top/Bottom 5 Comparison

	CTI-2014	CTI-2013	CIS-2014	CIS-2013	ICG ISD-2014	ICG ISD-2013	GCG ISD-2014	GCG ISD-2013	Business Operations-2014	Business Operations-2013	Product Management-2014	Product Management-2013	Transformation Program-2014	Transformation Program-2013	Command Center Operations-2014	Command Center Operations-2013	Customer Operations-2014	Customer Operations-2013
Number Responding	5281	6166	2545	2593	28	30	149	154	210	220	186	208	16	20	620	795	1118	1733
Diversity Index**	76	-	76	-	74	-	82	-	76	-	81	-	81	-	75	-	74	-
Engagement Index	64	64	63	62	65	40	66	63	62	60	73	63	71	55	69	66	62	64
Ethical Culture Index**	85	-	85	-	89	-	91	-	86	-	88	-	89	-	83	-	83	-
Manager Effectiveness Index	79	78	80	78	79	60	84	77	79	78	84	78	79	61	79	76	77	78
Employee Net Promoter Score*	-1	-	-4	-	-18	-	5	-	1	-	13	-	-44	-	3	-	-2	-
Overall Item Average	72	-	72	-	72	-	77	-	71	-	79	-	78	-	74	-	70	-
1. Conditions in my job allow me to be productive	73	-	71	-	60	-	79	-	72	-	81	-	75	-	74	-	73	-
2. Senior Management demonstrates support for diversity	69	-	69	-	61	-	74	-	70	-	78	-	69	-	70	-	68	-
3. Clear link between work and company objectives	75	77	74	75	83	70	83	81	82	75	83	79	100	90	77	78	71	76
4. People rewarded based on job performance	42	41	42	40	32	20	50	38	34	31	50	37	44	21	46	43	41	41
5. My manager encourages new and better ways	81	77	81	78	79	73	84	77	81	77	87	78	82	70	82	77	77	75
6. Report unethical practices without fear of reprisal	74	75	76	75	72	73	85	77	78	74	77	70	69	85	71	74	73	73
7. Well informed about what is expected in my job	79	76	78	77	75	36	82	77	85	75	81	74	82	45	76	74	78	76
8. My work group eliminates practices that stand in way	70	68	68	68	60	30	77	69	62	53	76	68	94	60	72	71	71	70
9. Manager gives feedback to help improve performance	78	77	79	78	71	53	80	76	79	78	85	77	56	50	80	74	77	77
10. I am treated with respect and dignity at work	85	85	86	84	82	76	94	87	88	83	89	87	100	85	83	83	85	85
11. People have equal opportunity for a successful career	64	-	64	-	64	-	70	-	63	-	74	-	69	-	66	-	61	-
12. Opportunity to grow and develop at Citi	65	61	63	60	71	40	72	59	65	62	71	56	76	70	68	63	60	62
13. Company making changes necessary to compete	56	57	54	55	64	43	55	56	54	55	70	61	69	55	65	61	54	57
14. Committed to delivering product and service excellence	77	78	76	77	75	60	75	74	78	76	86	79	88	70	81	81	74	76
15. My manager gives assignments to promote my development	75	-	75	-	72	-	82	-	75	-	84	-	88	-	74	-	72	-
16. I would like to be working at Citi one year from now.	77	78	77	77	75	37	79	81	75	79	87	82	81	60	80	81	74	80
17. Free to talk to manager about matters that concern me	86	85	87	86	82	67	90	84	86	81	91	84	94	70	84	84	85	84
18. Know how to report violations of Citi's Code of Conduct	92	-	93	-	100	-	95	-	93	-	97	-	94	-	93	-	91	-
19. Citi provides learning experiences for development	75	-	72	-	79	-	76	-	81	-	84	-	75	-	78	-	73	-
20. Job makes good use of my skills and abilities	77	76	77	76	79	64	78	71	76	74	81	72	87	65	77	76	75	77
21. Manager supports my work/life balance efforts	83	83	85	84	90	70	87	79	84	83	84	85	88	80	79	79	82	82
22. Belief that Citi inspires trust with clients/customers	74	74	73	73	71	44	74	76	72	75	81	78	69	50	78	75	72	75
23. I feel accountable to identify and escalate risk issues	88	-	88	-	93	-	91	-	90	-	93	-	100	-	89	-	88	-
24. Job selection based on skills/performance	55	55	56	55	57	26	58	50	46	48	59	52	57	50	51	57	53	55
25. I have discussed career aspirations with manager	73	-	72	-	72	-	79	-	77	-	82	-	69	-	76	-	73	-
26. My work group gets cooperation from other work groups	70	68	69	67	53	46	69	61	59	61	77	70	56	40	73	74	71	69
27. I would recommend Citi as a great place to work.	65	65	64	62	59	24	64	67	61	61	75	64	75	60	68	67	63	67
28. Meaningful development discussions with my manager	72	72	71	71	72	47	79	72	73	73	80	71	75	40	73	71	71	73
29. Leaders do what they say they are going to do	57	55	55	54	71	47	62	57	60	52	65	56	69	55	65	57	56	57
30. Confidence Citi will act on ethics violations I report	80	-	81	-	93	-	87	-	84	-	85	-	88	-	79	-	78	-
31. Confidence that positive change will result from VOE	51	52	50	50	54	20	55	46	43	42	61	50	56	45	59	54	47	52
32. Manager gives non-monetary recognition for good job	76	74	76	74	78	50	87	75	73	75	76	71	81	55	75	71	74	75
33. The people I work with act with integrity.	88	87	89	87	86	60	96	89	84	83	90	86	94	85	85	88	88	85
34. Information from management on what's going on	67	62	66	60	79	36	72	69	72	62	77	66	94	55	69	64	65	64
35. Involvement in decisions that affect your work	61	58	59	57	57	30	68	63	54	52	68	55	76	45	63	58	59	58
36. Overall satisfaction with company at the present time	67	64	66	63	68	30	70	64	63	56	80	64	69	55	70	65	63	66

Significant synergies across functions in top and bottom items.

■ Top 5
■ Bottom 5
■ Significant increase

Employee Engagement and Manager Effectiveness

	CTI-2014	CTI-2013	CIS-2014	CIS-2013	ICG ISD-2014	ICG ISD-2013	GCG ISD-2014	GCG ISD-2013	Business Operations-2014	Business Operations-2013	Product Management-2014	Product Management-2013	Transformation Program-2014	Transformation Program-2013	Command Center Operations-2014	Command Center Operations-2013	Customer Operations-2014	Customer Operations-2013	APAC-14	APAC-13	JAPN-14	JAPN-13	EMEA-14	EMEA-13	MEXC-14	MEXC-13	LATM-14	LATM-13
Number Responding	5281	6166	2545	2593	28	30	149	154	210	220	186	208	16	20	620	795	1118	1733	1101	1301	104	120	976	1070	513	599	478	541
Engagement Index	64	64	63	62	65	40	66	63	62	60	73	63	71	55	69	66	62	64	75	78	61	68	61	58	65	68	66	66
4. People rewarded based on job performance	42	41	42	40	32	20	50	38	34	31	50	37	44	21	46	43	41	41	58	62	43	48	38	35	40	38	36	32
12. Opportunity to grow and develop at Citi	65	61	63	60	71	40	72	59	65	62	71	56	76	70	68	63	60	62	73	76	60	68	64	58	59	58	64	62
13. Company making changes necessary to compete	56	57	54	55	64	43	55	56	54	55	70	61	69	55	65	61	54	57	72	74	49	53	54	52	61	65	55	58
14. Committed to delivering product and service excellence	77	78	76	77	75	60	75	74	78	76	86	79	88	70	81	81	74	76	86	90	70	79	72	72	83	83	75	78
16. I would like to be working at Citi one year from now.	77	78	77	77	75	37	79	81	75	79	87	82	81	60	80	81	74	80	78	82	77	84	75	73	74	79	81	80
20. Job makes good use of my skills and abilities	77	76	77	76	79	64	78	71	76	74	81	72	87	65	77	76	75	77	82	83	69	79	72	71	78	78	77	77
22. Belief that Citi inspires trust with clients/customers	74	74	73	73	71	44	74	76	72	75	81	78	69	50	78	75	72	75	87	90	66	74	70	66	75	81	75	78
27. I would recommend Citi as a great place to work.	65	65	64	62	59	24	64	67	61	61	75	64	75	60	68	67	63	67	70	74	64	68	70	62	64	73	79	76
29. Leaders do what they say they are going to do	57	55	55	54	71	47	62	57	60	52	65	56	69	55	65	57	56	57	72	73	54	65	52	47	56	59	57	57
31. Confidence that positive change will result from VOE	51	52	50	50	54	20	55	46	43	42	61	50	56	45	59	54	47	52	68	71	53	60	42	39	58	65	57	62
Manager Effectiveness Index	79	78	80	78	79	60	84	77	79	78	84	78	79	61	79	76	77	78	81	82	77	78	79	76	78	76	74	73
5. My manager encourages new and better ways	81	77	81	78	79	73	84	77	81	77	87	78	82	70	82	77	77	75	81	83	76	81	83	75	75	72	74	69
9. Manager gives feedback to help improve performance	78	77	79	78	71	53	80	76	79	78	85	77	56	50	80	74	77	77	83	84	72	76	77	71	81	76	75	73
17. Free to talk to manager about matters that concern me	86	85	87	86	82	67	90	84	86	81	91	84	94	70	84	84	85	84	85	85	82	82	88	86	86	84	84	81
21. Manager supports my work/life balance efforts	83	83	85	84	90	70	87	79	84	83	84	85	88	80	79	79	82	82	82	82	86	84	80	80	79	79	78	75
28. Meaningful development discussions with my manager	72	72	71	71	72	47	79	72	73	73	80	71	75	40	73	71	71	73	75	79	66	73	73	70	74	74	66	66
32. Manager gives non-monetary recognition for good job	76	74	76	74	78	50	87	75	73	75	76	71	81	55	75	71	74	75	77	80	78	75	75	73	74	72	71	73

Additional Information

- Definition of terms
- 2014 Survey Content

Definition of Terms in the VOE Survey

Work Group	• People you work with on a daily basis
Client / Customer	• External clients / customers of Citi
Manager	• The person who directs your work on a day-to-day basis (e.g. responsible for evaluating your performance, approving your time off, etc).
Management	• Those people above your direct manager all the way to the top
Leaders	• Mike Corbat and his direct reports
Stakeholders	• The people impacted by your work including, but not limited to: internal clients, external clients/customers, government, community and shareholders

2014 Survey Content

Ethical Culture

- Report unethical practices without fear of reprisal.
- The people I work with act with integrity
- I know how to report violations of Citi's Code of Conduct
- I feel accountable to identify and escalate issues that present risk to our company
- I feel confident that if I report a legal or ethical violation, Citi will act upon it (external norm)

Diversity

- Treated with respect and dignity
- **Manager supports work/life balance efforts**
- There is an equal opportunity for people to have a successful career at Citi, regardless of their differences or background . (external norm)
- Senior management demonstrates its support for diversity by its decisions and actions.

Non-Indexed Items

- Satisfaction with involvement in decision making
- Satisfaction with information from management on what's going on
- Clear link between work and company objectives
- Job selection based on skills/ performance
- My work group gets cooperation from other work groups
- Well informed about what is expected in my job
- My work group eliminates practices that stand in way
- Satisfaction with Company overall
- Citi provides learning experiences that enable knowledge and skill development.
- My manager and I have discussed my career aspirations and how I need to develop for the future
- My manager provides me with challenging assignments and experiences to promote my development
- Conditions in my job allow me to be about as productive as I could be (external norm)

Engagement

- Deliver product and service excellence
- Citi inspires trust with clients
- Company making changes to compete
- Positive change as a result of VOE
- Rewards based on performance
- Opportunity to grow and develop
- Job makes good use of skills/abilities
- Leaders do what they say
- Intention to stay
- Recommend Citi as a great place to work

Manager Effectiveness

- Manager encourages new and better ways
- Manager gives recognition for good job
- Manager gives feedback to improve performance
- Meaningful development discussions with manager
- Talk to manager about matters that concern me
- **Manager supports work/life balance efforts**

- **Bolded** items are included in more than one Index
- New items are in **Green**; "old" items are truncated

2014 Executive Summary

Theme	Items
Client Focus	Committed to delivering product and service excellence
	Belief that Citi inspires trust with clients/customers
Innovation & Change	My manager encourages new and better ways
	Company making changes necessary to compete
	Confidence that positive change will result from VOE
Productivity	Well informed about what is expected in my job
	My work group eliminates practices that stand in way
	Conditions in my job allow me to be about as productive as I could be .
Partnership	My work group gets cooperation from other work groups
	Involvement in decisions that affect your work
Meritocracy	People rewarded based on job performance
	Job selection based on skills/performance
	Manager gives non-monetary recognition for good job
Development	Manager gives feedback to help improve performance
	Opportunity to grow and develop at Citi
	Citi provides learning experiences that enable knowledge and skill development.
	Job makes good use of my skills and abilities
	My manager and I have discussed my career aspirations and how I need to develop for the future
	Meaningful development discussions with my manager
	My manager provides me with challenging assignments and experiences to promote my development
Leadership (formerly Leadership/Integrity)	Clear link between work and company objectives
	Free to talk to manager about matters that concern me
	Leaders do what they say they are going to do
	Information from management on what's going on
Ethical Culture	Report unethical practices without fear of reprisal (moved from Leadership/Integrity)
	The people I work with act with integrity. (moved from Partnership)
	I know how to report violations of Citi's Code of Conduct
	I feel accountable to identify and escalate issues that present risk to our company
	I feel confident that if I report a legal or ethical violation, Citi will act upon it
Diversity	I am treated with respect and dignity at work.
	There is an equal opportunity for people to have a successful career at Citi, regardless of their differences or background
	Manager supports my work/life balance efforts
	Senior management demonstrates its support for diversity by its decisions and actions.
The Company	I would like to be working at Citi one year from now.
	I would recommend Citi as a great place to work.
	Overall satisfaction with company at the present time

*New items in green; Theme changes in red. 