

Awarded



**Sustainable Bank  
of the Year Award,**  
Middle East and Africa



# Sustainable banking for a sustainable future

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**Sustainability is the  
cornerstone of our  
business philosophy.  
Only by delivering  
social, economic and  
environmental value  
today, can we create  
Shareholder value  
for tomorrow.**

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## About this Report

The Access Bank Group 2011 Sustainability Report presents a balanced analysis of our sustainability performance strategy in relation to issues that are relevant and material to the Group and to our Stakeholders. Our last report covered the period from 1 January, 2010 to 31 December, 2010.

This Report is our fourth and sets out our sustainability performance for the financial year January to December 2011. Facts and figures refer to the Group unless indicated otherwise. Financial data is presented in Naira.

This year's report builds on the achievements of last year's by providing comprehensive views from our Stakeholders. In addition, we have set out our involvement in the community using the London Benchmarking Group (LBG) model, which enables us to articulate the Bank's contribution to community development, by measuring cash, in kind and time.

In developing this report, we have also adopted relevant international standards and guidelines such as the AA1000 Assurance Standards and the Global Reporting Initiative (GRI) G3 Sustainability Reporting Guidelines – see [www.globalreporting.org](http://www.globalreporting.org).

A GRI context index is provided on page 55 and details of our performance, in line with the GRI financial sector supplement, are available on our website – [www.accessbankplc.com/csr](http://www.accessbankplc.com/csr).

The Assurance for the Access Bank Group 2011 Sustainability Report was provided by Corporate Citizenship, a leading independent third party assurer of corporate responsibility reports. The assurance process was carried out in accordance with the AA1000 Assurance Standard and through on-site visits and interview sessions with several managers and heads of Strategic Business Units around the Group.

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Customers

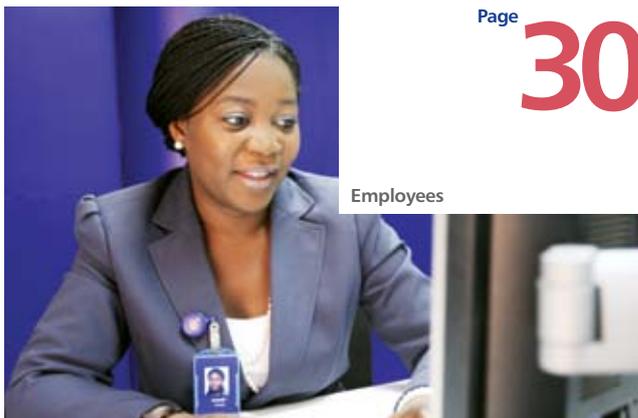


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Supply Chain

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Employees



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Communities



## Our sustainability journey has moved out of the exploratory phase into the leadership phase to a point where we are encouraging the wider African financial industry to ensure societal sustainability.

Creating a successful and sustainable business is of great importance to the Bank and goes beyond financial performance. Our commitment to building a sustainable business is demonstrated through our emphasis not just on what we achieve but on how we achieve it.

As an indigenous African organisation competing locally and globally, we are concerned about our future and about the impact of our business either directly through our own activities or indirectly, through the business activities of our clients. Therefore, we consistently make efforts to ensure sustainability is part of the mainstream of our business operations and decision-making process.

Our 2011 Sustainability Report discloses our sustainability efforts in the year, the areas requiring improvement, and our plans going forward. We are committed to continue meeting the needs of the present without compromising the ability of future generations to meet their own needs.

### Corporate philosophy

To this end, the concept of sustainability has influenced our corporate philosophy and is a critical part of our corporate DNA. Our values underpin our strategic approach to sustainability. As a leading financial services provider in Nigeria, Access Bank consistently enhances its ethical standards and balances social, economic, and environmental imperatives in order to address the concerns and expectations of all our Stakeholders.

- **Social benefits** – The Bank actively seeks ways to create positive social change. We therefore create opportunities for people while creating opportunities for our business. Our efforts in this regard include addressing poverty, education, health, human rights, arts and culture. We seek to create long-term economic and social benefits from our projects and presence.
- **Economic benefits** – We appreciate that we are in business to maximise Shareholder value while considering the social and environmental impact of every aspect of our operations. Our contributions to economic development allow us to reduce barriers to development in the communities where we operate and are consistent with the objectives of the United Nations

Millennium Development Goals (MDGs). We believe that our economic performance is closely related to our environmental footprints and people values.

- **Environmental benefits** – Protecting the environment is a top priority at Access Bank. We are committed to conducting our business in an environmentally friendly manner. To this end, we have upgraded our environmental and social (E&S) risk management practices to address key environmental and social issues that are specific to the processes and activities of our business.

We are continually advancing on the 'sustainability journey'. Through increased awareness and compliance, we have reached a higher level of sustainable banking. We understand that big challenges require big solutions, and that no single community, or organisation can do it alone. That is why we continually maximise our influence to drive down costs, increase our accountability, and bring ourselves closer to the customer. Our sustainability journey has moved out of the exploratory phase into the leadership phase to a point where we are encouraging the wider African financial industry to ensure societal sustainability.

We support ongoing reforms and improvement to the financial system and lead by example through continued prudent risk management and capital allocation decision-making while also acting as a strong advocate for tested methods to encourage systemic stability, accountability, transparency and responsibility.

### Engaging Stakeholders

In March 2011, Access Bank organised an internal capacity building workshop for staff to increase knowledge of Environmental & Social Risk Management and positively influence the industry by setting the pace for staff training in sustainable banking. In addition, an external workshop for Nigerian financial institutions created awareness of environmental and social issues. This was done in partnership with development finance institutions such as International Development Bank of the Netherlands (FMO), International Finance Corporation (IFC); African Development Bank (AfDB) and Proparco. Continuing these efforts, in September 2011, Access Bank organised an extensive Stakeholder programme entitled *The Nigeria Sustainable Finance Week*, which brought together key Stakeholders within the local and international community and provided a platform for training, exchange of ideas and progressive partnerships on sustainable finance. This event climaxed with the CEO Roundtable at which the CEOs of banks operating in Nigeria, through the Bankers Committee, established the Strategic Sustainability Working Group (SSWG) with responsibility for drafting the Nigerian Sustainable Banking Principles. The SSWG reports to Access Bank's Group Managing Director/CEO given his role as the Chairman, sub-committee on Economic Development and Sustainability.

Access Bank serves as the Secretariat for SSWG and, by October 2011, all CEOs of Nigerian banks had signed the joint commitment statement on the Nigerian Sustainable Banking Principles.

## Financial inclusion

Sustainability is important to the success of our business and has influenced our strategy as an organisation. It has further enabled the Bank to support global efforts at addressing extreme poverty through the development of products and services aimed at financial inclusion. Given that a large number of people are still either underbanked or unbanked, there is a significantly low level of financial literacy and poor access to information is apparent.

To this end, Access Bank is committed to the goal of establishing series of products and services that encourages savings from the cradle to adulthood. We passionately believe that when it comes to a child's education, knowing how to manage money is as essential as maths or science.

Recognising this, the Bank's strategy on financial inclusion led to the launch of Access Bank Early Savers account in 2011. Targeted at children aged 9 years or below, this product provides a solution to financial exclusion by encouraging savings, and promoting financial understanding and literacy.

At Access Bank, we are fully aware that sustainability is transforming the business world in the 21st century. We have therefore further aligned our expertise, talent and business goals with our sustainability agenda in order to achieve greater social, economic and environmental value.

The integration of Intercontinental Bank into Access Bank gives us a much broader platform for demonstrating our commitment to sustainable banking.



Peer educator talking to students during the Bank's HIV/AIDS School Education Programme



Tree Planting during the launch of the Bank's 2011 Going Green, Beyond Words Initiative



Access Bank's Peer Educators

# Chairman's Statement



At Access Bank Plc, Sustainability is key to operating our business in a way that helps our customers succeed financially while creating long-term economic growth and a better quality of life for the communities we serve. It's a vision that guides every decision we make.

Our sustainability agenda therefore has influenced our growth strategy and the way we conduct our business. We grow our business by creating value for our customers, employees, communities and strengthening the financial system.

It is an honour to lead Access Bank into a future that builds upon a tradition of doing business in a safe, environmentally sound and socially responsible manner. These are really exciting times for me, the investors, the customers, employees and other Access Bank Stakeholders. The merger with Intercontinental Bank has positioned us among the Big 4 financial institutions in Nigeria. With a combined turnover of N138,949,414,000, 7,051 employees, 310 branches and serving an estimated 5 million customers, we are a significant business by any standard.

## Sustainability in the mainstream

Sustainability is at the heart of this growth and has a significant influence on the review of the Bank's corporate philosophy. With that in mind, I am delighted to say that this report shows how the Bank is making steady progress with regard to social, economic and environmental responsibilities. The continuing process of making sustainability a mainstream component of our business has also positively impacted the financial sector, by supporting industry growth.

Since our last report, we have continued to strengthen our sustainability initiatives through dedicated efforts, innovative programmes and leadership in business practice and community investment.

Highlights from 2011 include:

- **Staff workshops:** To ensure seamless mainstreaming of sustainability into our organisation, we conducted a series of capacity building workshops for staff. The first in the series was for all staff in the Group office, followed by another for employees at the Bank's banking subsidiaries. In 2011, the Bank's Environmental and Social Risk Management training focused on teaching selected staff about the dynamics of the Equator Principles as well as Environmental & Social (E&S) risks. It also showed them how to use the Bank's finance toolkits when screening lending projects.

- **Financial sector workshops:** To transfer this work into the community, we partnered development finance institutions in a workshop that enhanced awareness among the Nigerian financial sector about the importance of incorporating environmental and social considerations into their investment and risk management decision-making.
- **Nigeria Sustainable Finance Week:** Initiated by Access Bank, this event led to the signing of a Joint Commitment Statement on Nigeria Sustainable Banking Principles by the CEOs of Nigerian banks. This effort, supported by the Central Bank of Nigeria (CBN) and other regulators, has prioritised sustainability in the agenda of the Nigerian financial sector.

The fact that this and all the other pioneering work detailed in this report has been recognised through a number of awards – most notably, the FT/IFC Sustainable Bank of the Year Award (Africa and Middle East), BITC Big Tick Award, World Finance ESG Award, and Ecofest Environmental Award – may come as the icing on the cake for the many employees whose efforts contribute to our sustainability programme.

## Values and principles

But this work is about more than just awards. It's about ensuring that we are responding to Stakeholder concerns about our key social and environmental impacts, it's about ensuring the Bank's values and principles continually underpin our business activities, and it's about moving further towards the ultimate goal of sustainable development.

Celebrating achievements, sharing best practices and acknowledging shortcomings is important for our business. We welcome you to our 2011 Sustainability Report and we look forward to your candid feedback.

A handwritten signature in black ink, appearing to read 'Gbenga Oyebode', written over a horizontal line.

**Gbenga Oyebode, MFR**  
Chairman, Access Bank Plc

## Chief Executive's Statement



## As a driver of economic growth, we understand the role that the financial sector plays in modern society and development

At Access Bank, we are poised to positively impact societies through the jobs we create, the revenues we generate, the impact of our social investments and the way we engage and work with various Stakeholders.

The year under review was one of growth for the Bank and our continued emphasis has been on sustainable banking, which underpins our growth strategy. We therefore drive our operational and economic performance in a way that values our customers and our employees, upholds the financial system, and delivers long-term benefits to our host communities. Strategically, the merger with Intercontinental Bank supports this growth strategy by providing the profile, size, market share and reach to attain Access Bank's objectives and ambitions.

### Economic growth

Our growth strategy recognises the powerful economic growth that is happening in Nigeria and across Africa despite the inclement conditions in the advanced economies. And we remain convinced that these economies will continue to seek improved access to financial and infrastructural development across a number of sectors in Africa for a long time to come. This is the opportunity we see and the responsibility we embrace in our bid to help millions of Africans unleash their potential.

We have developed an ambitious strategy and implementation plan for the year ahead. We will continue to develop and take to market innovative products to reach more of the previously unbanked and open capital flows where our infrastructure development priorities need it most.

As sustainability continues to rise in importance as a critical global business agenda, Access Bank is committed to the continued mainstreaming of sustainability into our business. We envision an organisation that will be here decades from now. Sustainability is what drives us. It is our commitment to customers as well as our employees. It is the responsibility we have to the communities we live in and the planet we live on.

Leading financial institutions such as ours recognise sustainable development as a source of investment value. During the year under review, Access Bank has continued to underline the importance of its corporate social responsibility agenda as one of its main principles. As part of the Bank's determination to support initiatives that will engender a sustainable economy and promote a greener environment, Access Bank in 2011 convened the first ever *Nigeria Sustainable Finance Week* under the theme *Moving Frontiers – Sustainable Finance*. This initiative was in collaboration with the United Nations Environment Programme Finance Initiative (UNEP FI) and FMO, with the aim of educating Stakeholders in the Nigerian financial sector about opportunities in sustainable finance. The first of its kind in Africa, the event was a major milestone for the Nigerian banking sector. Access Bank in this regard led other Nigerian Banks in recording a major feat in its bid to incorporate responsible business practice and sustainability considerations into the sector's operations.

### Business expansion

Furthermore, in response to increased global demand for our services, we are actively pursuing business expansion. The Bank's decision to acquire Intercontinental Bank was informed by a vision to become Africa's most respected bank. This vision is our *raison d'être*. We believe that banks have a unique role in, if not a responsibility to, society in addition to our duty to help grow local communities and the real economy through the

provision of capital which drives infrastructure development, creates jobs, and enables companies and individuals to purchase goods and do business every day. One of the most profound impacts we can have in Nigeria, and indeed Africa, can be to contribute to a prosperous economy. This does not, however, mean economic growth at any cost.

We intend to drive profitable, ethical economic growth that is also environmentally responsible and socially relevant. We will be a force for good in all that we do. We will lead the way in Africa by consistently applying international best practices or, where we need to, having the courage to pioneer new standards.

Simultaneously, we are working to increase our services and infrastructure to provide for long-term growth. These growth opportunities can provide significant benefits to communities in terms of increased employment and local economic development. We recognise that growth can result in environmental and social impacts and we are addressing potential impacts during evaluations of our projects.

The Bank has over the years consistently demonstrated a sincere commitment to sustainability principles across its various operations and its core business functions and sees sustainability as integral to the Bank's strategic business objectives. We have continued to respond to global economic challenges. To this end, as part of our social responsibility, environmental stewardship, and national foresight, Access Bank regularly partners with organisations to mobilise strategic financial support in the Arts and in Education, Environment, Health and Sports. To take just one example, the Nigerian NGO Idea Builders Initiative is our partner in our Going Green; Beyond Words tree-planting project. We have also partnered with Friends of Africa to support the fight against AIDS, TB and malaria through education, multi-sectoral advocacy and documentation.

### Global stewardship

We are taking action across all our business operations to improve our global stewardship. We are focused on the areas where we have the most impact, including governance and ethics, customer relationships, employee standards, environmental performance and sustainable products and services. We are committed to using innovation and sensible environmental steps to grow our business and minimise our impact on the environment.

This report sets out what sustainability means to Access Bank in more detail and looks at some of the work we are doing, ranging from the way we do business with our customers, to the work we do to help communities prosper. While I am proud of our achievements to date, I believe that our greatest victories are still ahead of us. We know that it is going to take a lot of work from a lot of extremely dedicated people to make the changes our world needs to make, but we look forward to being a part of this change. We hope to use our experience and resources to make a better world for the future, and to experience the satisfaction of bringing this about.

### Aigboje Aig-Imoukhuede

Group Managing Director/Chief Executive Officer, Access Bank Plc

# Our Business at a Glance

**Access Bank Plc is a full service commercial bank with headquarters in Nigeria and operations across Sub-Saharan Africa – spanning the region’s 3 monetary zones – and the United Kingdom.**

The Bank was incorporated in February 1989 as a privately owned financial institution and commenced banking operations in May 1989. It was subsequently listed on the Nigerian Stock Exchange in 1998. The Bank’s Over the Counter (OTC) Global Depository Receipts (GDRs) are traded on the London Stock Exchange.

## Comprehensive services

The Bank is licensed to carry out international banking services and provides a comprehensive range of financial services. The key business segments of the Bank are: Institutional Banking, Commercial and Consumer Banking, Investment Banking and Private Banking. The key customer segments include: Telecommunications, Beverages, Manufacturing, Construction, Oil & Gas, Parastatals, High Net Worth Individuals and Middle Income Professionals.

We take pride in our ability to add value to clients, leveraging our unique value proposition to provide innovative and proactive solutions across entire economic value chains. In deploying products and services, the Bank adheres to responsible business practices and readily commits resources to social investments in fulfilment of its corporate social responsibility convictions. For more about sustainable business practices visit [www.accessbankplc.com](http://www.accessbankplc.com).

We have a diversified Shareholder base comprising local and international institutional and individual investors. The Bank has more than 500,000 Shareholders. The Bank’s Shareholders’ fund is in excess of US\$1.2 billion and its strategic intent is to rank among the top 3 Nigerian banks by 2012 and also to become a major catalyst for growth across the African continent.



### Nigeria

1 

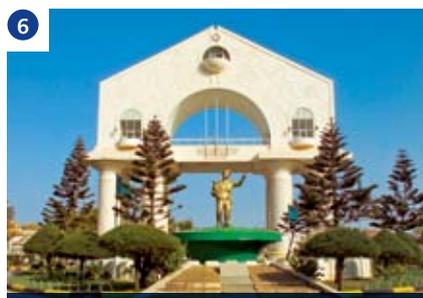
Number of branches	310
Number of employees	3,152
Customer accounts	5.7m

### United Kingdom

2 

Number of branches	1
Number of employees	76
Customer accounts	1,301

### The Gambia

6 

Number of branches	6
Number of employees	135
Customer accounts	17,461

### Democratic Republic of The Congo

7 

Number of branches	2
Number of employees	74
Customer accounts	3,114

### Best practice

The Bank continues to institutionalise best practices to provide Stakeholders with superior assurance regarding the quality of its current corporate governance structures and functions. The Bank demonstrates exemplary performance in its financial and non-financial disclosures. Its strengths include a highly diverse board membership; competent, dynamic and responsible management; strong economic value and good ethical practices and transparent processes.

As a result of its professionalism and high level adherence to global best practices, the Bank is a preferred choice of international partners and multilateral agencies seeking to do business in Nigeria and Africa. The list of international organisations that are in partnership with Access Bank Plc include (but are not limited to) respectable organisations such as the Netherlands Development Finance Company (FMO), the International Finance Corporation (IFC), Visa International, US EXIM and China EXIM Bank.

The understanding and commitment of the Bank's employees, over 500,000 Shareholders, millions of customers and several partners across the world have been critical to Access Bank's progress and success.

### Primary brands, products and services

Access Bank offers a full range of product options for individuals and institutions through a comprehensive portfolio of financial and non-financial services.

### Personal accounts

We offer a total value package, with customised services designed to suit individual requirements. Our products and services are tailored to make everyday banking easier. We offer the following account types:

#### Access Early Savers account

Early Savers teaches children about saving and gets parents/guardians thinking about their children's financial future.

#### Standard Current account

The Standard Current account is a checking account designed for the discerning customer. The account gives the flexibility of managing day to day financial affairs.

#### Call Deposit account

The Access Bank Call account allows customers to save funds while maintaining liquidity and earning interest.

#### Standard Savings account

The Standard Savings account helps to save towards future financial security. Aiming to encourage a savings culture, it is easy and convenient to operate.

#### Access Premier account

Access Premier account is a high-yield current account for individuals, with investment benefits designed to meet their financial needs.

#### Solo account

This account provides the opportunity for students and young people between the ages 10 and 15 to access world-class financial services.

## Ghana

3 

Number of branches	32
Number of employees	758
Customer accounts	179,270

## Zambia

4 

Number of branches	5
Number of employees	145
Customer accounts	9,042

## Rwanda

5 

Number of branches	7
Number of employees	152
Customer accounts	17,138

## Sierra Leone

8 

Number of branches	4
Number of employees	82
Customer accounts	9,400

## Côte d'Ivoire

9 

Number of branches	2
Number of employees	56
Customer accounts	7,801

## Burundi

10 

Number of branches	6
Number of employees	106
Customer accounts	3,788

# Our Business at a Glance continued

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## Access Advantage account

Access Advantage is a savings account that gives the benefits of a current account.

## Wealth Management

Access Bank Wealth Management Group specialises in providing clients with integrated wealth management products and services. These include the principal areas of advisory, investment, banking and risk.

We create and develop structured products tailored to suit a customer's needs and help meet personal financial aspirations. This service includes traditional banking, innovative investments and financial planning. Access Bank Wealth Management offers this full range of financial products and services not only in what are termed traditional asset classes such as cash management and tenured deposits, but also a broad spectrum of investment opportunities and personalised offerings such as portfolio management, concierge and custodian services.

Our role is to create, track, preserve and enhance wealth. To accomplish this, we have built a global network of relationships, expertise and competence.

## Core operations

The Bank's core operations comprise Institutional Banking, Commercial Banking, Financial Markets, Retail Banking and Transaction Services.

## Institutional Banking

This division is responsible for developing the Bank's relationships with tier 1 private sector businesses, essentially comprising large multinationals and local corporations.

The division is structured in a manner that reflects key sectors of the economy – Oil & Gas, Telecommunications, Food & Beverage, Cement, Metal Fabrication, Transportation and Household Utilities. We deploy highly qualified sector specialists to serve these corporations operating in these sectors.

## Commercial Banking

The Commercial Banking Division serves three distinct market segments: Commercial Banking, the public sector and wealth management. Our Commercial Banking customers include organisations with turnover of between N500 million N13 billion, as well as any other structured and unstructured businesses that are not serviced by our Investment Banking Division. Within our commercial banking segment, we maintain a special emphasis on SMEs. Public sector clients consist of federal ministries, departments and agencies, and other state and local government entities.

## Financial Markets

The Financial Markets Division provides specialised financing and investment solutions, including trading in fixed income and currencies. We conduct these activities through the Treasury Group, the Corporate Finance Group and the Financial Institutions Group.

## Retail Banking

We currently serve over 1.5 million customer accounts. We provide a range of financial products and services to customers, employees and major Shareholders of corporations, small businesses (including churches, schools and hotels) and government institutions.

## Transaction Services

This division provides a clear example of how the Bank overall is broadening its network and customer base and engaging different categories of customer.

By the end of 2011, there was a fourfold increase in the number of the Bank's branch locations, and a sevenfold increase in the number of customers served by the Bank compared to 2010. The engagement model developed prior to the merger with Intercontinental Bank provides tailored services to the institutional and public sector, corporate and large customers, and high net worth and private banking clients. Staying with the same model has ensured a quicker transmission of the division's ethos: *Passion for Customers*. Through this, we can contribute to delivering the Access Bank promise of world-class service through exciting customer experiences.

## Core services

The Bank also benefits from a range of sophisticated back-office operations that provide a firm foundation for our business. These operations include IT Services and Settlement Banking.

## IT Services

Access Bank continues to build on its robust Information Technology (IT) platforms that enable it to provide effective support for the Access Bank Group's strategy for business growth and sustainability.

In 2011, more industry benchmark automation projects were successfully implemented to achieve business optimisation and deliver competitive advantage for our business. Our strategic approach has continued to consider the environmental impacts of technology. We have focused on self service for our corporate and retail customers, reducing the need to travel to transact business or execute personal transactions. To bring about operational efficiency, we have invested in the propagation of high speed networks across our branches and technologies that enable Straight Through Processing from the front-end customer transaction to final settlement of transactions.

We have invested in the delivery of comprehensive world-class database technology that facilitates analytical processing. This delivers enhanced business and customer intelligence, enabling better insights into operational efficiency and customer behaviour. Our state-of-the-art Customer Relationship Management platforms allow us to manage customer relationships in a highly efficient manner.

## Settlement Banking

As a settlement bank, Access Bank continues to play an active role in collaboration with the Central Bank of Nigeria (CBN) in all its initiatives towards reforming the National Payments System. The Bank was an active participant in the pilot run of the Electronic Cheque Presentment and Image Exchange (ECPIX) initiative. This is in preparation for the implementation of cheque truncation in the Nigerian financial settlement system led by Nigeria Inter-Bank Settlement System (NIBSS).

Similarly, the Bank continues to pursue every effort to enhance interoperability of systems and payment/settlement devices to benefit all Stakeholders in the business value chain.

We are also making major investments in transaction settlement infrastructure, and seeking collaboration with partners to develop platforms offering scale efficiency, cost optimisation and better service delivery capabilities.

## Financial Highlights

Number of employees  
(Group)

7,051

Number of employees  
(Bank)

4,736

Profit before tax  
(Group) N billion

20.3bn

Profit before tax  
(Bank) N billion

16.0bn

Profit after tax  
(Group) N billion

16.7bn

Profit after tax  
(Bank) N billion

13.7bn

Total assets  
(Group) N billion

1,634.7bn

Total assets  
(Bank) N billion

946.0bn

## Value Added Statement

For the year ended 31 December, 2011

	Group Dec-11		Group Dec-10		Bank Dec-11		Bank Dec-10	
	N'000	%	N'000	%	N'000	%	N'000	%
Gross earnings	138,949,414		91,142,064		96,234,017		79,065,123	
Interest expense								
– Local	(24,833,614)		(17,029,266)		(24,937,834)		(17,043,282)	
– Foreign	(12,101,521)		(4,404,932)		(2,507,030)		(2,323,017)	
	102,014,279		69,707,866		68,789,153		59,698,824	
Group's share of associate's loss	(10,000)		–		–		–	
Loan loss expense:	(9,170,616)		(4,524,369)		(13,673,445)		(2,917,513)	
Allowance on other assets	1,763,088		(183,788)		(134,272)		(142,816)	
Allowance no longer required								
Bought-in-materials and services								
– Local	(44,553,568)		(27,580,211)		(22,252,501)		(22,989,212)	
– Foreign	(1,565,809)		–		–		–	
<b>Value added</b>	<b>48,477,374</b>		<b>37,419,498</b>		<b>32,728,935</b>		<b>33,649,283</b>	
<b>Distribution of Value Added</b>		%		%		%		%
To Employees:								
Employment costs	22,090,711	46	15,616,036	42	12,799,299	39	11,542,019	34
To government								
Government as taxes	3,593,110	7	5,100,749	14	2,356,314	7	4,737,143	14
To providers of finance								
Interest on borrowings	104,220	–	186,525	–	–	–	172,508	–
Dividend to shareholders	8,944,117	18	3,577,650	10	–	–	3,577,650	11
Retained in business:								
– For replacement of property and equipment	5,423,384	11	4,787,554	13	3,355,180	10	3,605,659	11
– For replacement of equipment on lease	557,694	1	660,513	2	557,694	2	660,513	2
– To pay proposed dividend	3,577,650	7	5,366,476	14	3,577,650	11	5,366,476	16
– To augment reserve	4,186,488	9	2,123,995	6	10,082,798	31	3,987,315	12
	48,477,374	100	37,419,498	100	32,728,935	100	33,649,283	100

## Our core values

### 1 Excellence

- Surpassing ordinary standards to be the best in all that we do
- Setting the standard for what it means to be exceptional
- Never losing sight of our commitment to excellence, even when the going gets tough
- Remembering that excellence requires dedication and commitment
- Our approach is not that of excellence at all cost – it is excellence on all fronts so that we deliver outcomes that are economically, environmentally and socially responsible

### 2 Leadership

- Leading by example, leading with guts
- Being first, being the best, sometimes being the only
- Courage to be the change we want to see
- Setting the standard
- Challenging the status quo
- Market making
- Self-awareness in being able to maintain a balanced assessment of externalities and costs incurred in the pursuit of leadership

### 3 Passion for customers

- We live to serve our customers
- In addition to delivering excellent customer service, we will be focusing on:
  - Economic empowerment: enabling people to achieve more through provision of finance, lifting people up throughout the value chain
  - Financial education: helping people clearly understand how our products and services work
  - Financial inclusion: providing finance to those individuals and communities that traditionally have limited or no access to finance
  - Treating customers fairly: building long-term relationships based on trust, fairness and transparency

### 4 Empowered employees

- Recruiting and retaining the right people and teams based on shared values and vision
- Developing our people to become world-class professionals
- Encouraging a sense of ownership at individual level whilst fostering team spirit and loyalty to a shared vision
- Promoting a sense of belonging and community
- Facilitating continuous learning by providing the training, tools and coaching to help our people grow
- Helping them take care of their health
- Pursuing a positive work/life balance for increased productivity and improved employee satisfaction
- Encouraging a diverse workforce; respect for & appreciation of differences in ethnicity, gender, age, national origin, disability, and religion

### 5 Professionalism

- Putting our best foot forward in everything we do, especially in high pressure situations
- Consistently bringing the best of our knowledge and expertise to the table in all of our interactions with our Stakeholders
- Setting the highest standards in our work ethic, behaviours and activities in the way we treat our customers and – just as importantly – each other
- Putting our customers' needs ahead of our own
- Maintaining composure and clear thinking at all times
- Ensuring continuous learning; through continuous growth and career development

### 6 Innovation

- Identifying new market needs and opportunities
- Creativity, invention, inspiration, exploration
- Pioneering new ways of doing things, new products and services, new approaches to clients/customers
- Being first, testing the waters, pushing boundaries
- Going from concept to market/reality
- Anticipating and responding quickly to market needs with the right technology, products and services to achieve customer objectives

**Mission: Setting standards for sustainable business practices that; unleash the talents of our employees, deliver superior value to our customers and provide innovative solutions for the markets and communities we serve.**

## Awards and recognition in 2011

Award	Evidence in bank activity
<b>THISDAY Awards</b>	On 25 March, 2011, the Bank's Group Managing Director/CEO, Aigboje Aig-Imoukhuede, and the Deputy Group Managing Director, Herbert Wigwe, won the Young Global Champions category of the THISDAY Newspaper Awards for banking transformation across Africa and beyond.
<b>FT/IFC Sustainable Bank of the Year Award</b>	Access Bank was awarded the prestigious Sustainable Bank of the Year Award for the Africa and Middle East region at the 2011 FT/ IFC Awards. The award is in recognition of Access Bank's leadership commitment to global best practice in Environmental, Social and Governance, (ESG) performance and is also an affirmation of the Bank's pioneering role in sustainability and responsible business practice in our operating environment.
<b>Business in the Community (BITC) Big Tick Award</b>	Business in the Community (BITC), a network of over 800 businesses committed to inspire, engage, support and challenge organisations to integrate responsible business practices into their operations, awarded Access Bank the Business in the Community (BITC) Big Tick award in 2011 for our contribution to sustainability through innovation and our work in the community.
<b>Issuing Bank Award and Most Active GTFP Issuing Bank in Africa Award</b>	At the 4th International Finance Corporation's Global Trade Finance Program (GTFP) Bank Partners meeting held in Istanbul, Turkey, on 24 and 25 May, 2011, Access Bank won its fourth consecutive Issuing Bank Award under the Global Trade Finance Program and a second award as the Most Active GTFP Issuing Bank in Africa.
<b>Lagos State Corporate Social Responsibility Gold Award</b>	The Lagos State CSR Award Committee celebrates the role of corporate organisations in the economic development and social transformation of Lagos State in the areas of HIV/AIDS, social development and education. Access Bank was selected as one of the top 10 brands from a list of 120 organisations that have contributed to young people's self-esteem, self-discovery, family values and which exhibit a high sense of corporate social responsibility.
<b>World Finance ESG Award</b>	Access Bank won the Best ESG Asset Manager Nigeria 2011 Award. The World Finance ESG awards recognise those companies who are re-shaping the global SRI marketplace. Access Bank is recognised for having led the way in integrating ESG strategies into its investment decision-making process and have fully embraced ESG principles into the Bank's ethos.
<b>Payment Card Industry Data Security Standard Certification (PCIDSS)</b>	In 2011, Access Bank demonstrated its industry leadership in e-payment and compliance with its emergence as the first Nigerian and indeed only bank in West Africa to obtain the Payment Card Industry Data Security Standard Certification, (PCIDSS), a demonstration of Access Bank's support for the regulatory strategy promoting payment systems in Nigeria.
<b>Ecofest Environmental Award</b>	The 2011 Ecofest Green Initiative Award was given to Access Bank in recognition of its innovative community initiatives and its thought leadership in business sustainability across the continent and in the provision of support for communities.
<b>Adoption of IFRS in Nigeria</b>	Ahead of the January 2012 compliance date for the adoption of IFRS by publicly quoted companies, set by the Nigerian Government and regulatory bodies, Access Bank blazed the trail by becoming the first financial institution in Nigeria to adopt the International Reporting Standards (IFRS) in January 2011.

### Management focus

Sustainability is another key to how we advance our business objectives, implement our policies, apply our social investment and exercise our influence to make a productive contribution to society. We recognise we are in business to maximise Shareholder value while minimising the negative social and environmental impact of every aspect of our operations. There is therefore high-level management focus on sustainability and the Bank's strategy is to mainstream sustainability into its banking operations for a sustainable future and the long-term success of its business.

The Board of Directors, through an established CSR/Sustainability Committee, provides the highest level of governance oversight for sustainability management. The CSR/Sustainability Committee is

responsible for overseeing the delivery of the Bank's sustainable business strategy, to ensure that the Bank's sustainability ambitions in each of its strategic priorities are achieved.

### Mainstreaming sustainability

The Bank has also adopted global best practice principles, frameworks and standards, to support the effective mainstreaming of sustainability in the Bank. We are therefore an Equator Principles Financial Institution, an Organisational Stakeholder (OS) of the Global Reporting Initiative, and a member of the United Nations Global Compact (UNGC), United Nations' Principles for Responsible Investment (UNPRI), the United Nations Environment Programme Finance Initiative (UNEP FI) and the Clinton Global Initiative.

# Our Approach to Sustainability continued

At Access Bank, we are committed to our sustainability agenda and are making efforts at mainstreaming sustainability into all of our business processes. This involves finding ways to impact a variety of critical issues and themes: economic development and advocacy; employee and partner relations; fair treatment of customers; the environment; gender; finance for small- and medium enterprises (SMEs); the arts; education; the environment; and sports.

## Ideas and resources

Access Bank is committed to deploying 1% of its annual profits in support of corporate social responsibility. We actively seek to encourage employees to contribute ideas, skills and resources for societal development, through our employee volunteering scheme.

All companies within our Group, as responsible corporate citizens, subscribe to the same high level of standards as the parent company, and work with others to develop, implement or contribute to health, educational, environmental and cultural programs focused on their local communities' needs and aspirations.

## Sustainability risks, impact and opportunities

At Access Bank, we make disclosures to communicate our sustainability activities in order to enhance public understanding and opinions. Our coordinated approach to these disclosures aligns with international best practice. The most significant of the Bank's sustainability-related risks and opportunities relate to our operations, external environment, and relationships.

Sustainability opportunities are identified, prioritised and managed through growth of the business and the implementation of sustainability solutions at business unit level, as well as the Bank's participation in sustainability and environmental forums. We also consider issues raised by our key Stakeholders and international benchmarks for sustainability performance.

Access Bank also has risk management processes in place to enhance its existing processes by integrating sustainability within them. We have taken steps to ensure that our risk management systems cover the legal, regulatory and reputational risks associated with direct and indirect environmental and social impacts. These risk reporting systems have been informed by the Environmental, Social and Governance (ESG) framework. ESG describes the main areas of concern that have developed as the central factors in measuring the Bank's sustainability and ethical impact.

## Customer satisfaction

Access Bank recognises that marketplace perceptions and reactions to business behaviour and practices are critical to corporate success. We engage in responsible customer relations, including marketing and advertising; and ethical competition. We treat our customers fairly, with openness and transparency, and ensure that our marketing practices enable us to focus on building and maintaining sustainable, long-term relationships with our customers.

## Environmental performance

Access Bank is committed to conducting its business in a manner that protects the environment, wherever we operate. We integrate environmental elements into our business plans

and strategies, and address key environmental issues that are specific to the processes and activities of our business.

## Economic development

Access Bank seeks to create long-term economic and social benefits from its projects and presence. We employ a variety of economic support and incentive programs, including employee development and strategic community investments. Our contributions to economic development allow us to reduce barriers to development in the communities in which we operate and are consistent with the objectives of the United Nations Millennium Development Goals (MDGs).

Access Bank has taken steps to ensure that risk management systems cover the legal, regulatory and reputational risks associated with direct and indirect environmental and social impacts. These risk reporting systems have been informed by the Environmental, Social, and Governance (ESG) framework and Board level oversight is provided by the Bank's Operational Risk Management Committee (ORMC). ESG risks are addressed by a policy guideline which addresses environmental and social risk issues in credit and lending. This forms part of a Group-wide framework for addressing the Equator Principles (EP), and provides for internal monitoring and management of ESG performance.

## Sustainability opportunities

Sustainability opportunities are identified through growth of the business and the implementation of sustainability solutions at business unit level, as well as the Bank's participation in sustainability and environmental forums. These forums provide a platform to pursue sustainability opportunities and, where necessary, incubate new projects until they mature enough to be fully integrated into the operations of the business unit concerned.

## Prioritising risks and opportunities

Risks and opportunities are prioritised, taking business performance implications and stakeholder materiality into consideration. The Bank defines materiality according to the GRI (G3) guidelines definition and with reference to both internal and external factors. Current sustainability priorities include investing in employee development and retention, maintaining progressive business client relationships, managing our environmental footprint, and implementing environmental and social (E&S) risk management processes, while supporting other financial institutions in Nigeria through E&S risk management capacity-building programmes.

Access Bank has begun to integrate environmental and social (E&S) risk management considerations into its business operations. This takes all significant E&S issues into consideration while ensuring that our business operations do not degrade the environment or cause social harm. Through this activity, the Bank achieved the following:

- Developed specific E&S policies for sectors such as Oil & Gas and Cement which have the greatest impacts on E&S risks;
- Reviewed and aligned E&S policy and procedures with international best practice standards; and
- Developed a risk management toolkit that will assist the Bank in screening projects to identify potential E&S risks; determine appropriate level of E&S due diligence required for projects and integrate E&S policy into existing credit processes.

## Recent sustainability milestones

Year	Evidence in bank activity
2007	<ul style="list-style-type: none"> <li>• <b>September</b> – the Bank becomes a member of the GBCHHealth, formerly Global Business Coalition on HIV/AIDS, TB and malaria.</li> <li>• <b>October</b> – joins the Nigeria Business Coalition Against AIDS (NIBUCAA) in line with the Bank’s commitment to support the Nigerian corporate response to the issues of HIV/AIDS.</li> <li>• <b>December</b> – unites with the global community to celebrate World AIDS Day on 1 December, 2007.</li> </ul>
2008	<ul style="list-style-type: none"> <li>• <b>January</b> – the first Access Bank Corporate Social Responsibility Strategy is approved by the Bank’s Board of Directors.</li> <li>• <b>February</b> – Access Bank launches its Workplace Policy and Programmes on HIV/AIDS.</li> <li>• <b>May</b> – the Bank trains 300 peer educators to act as crusaders for HIV/AIDS preventive practices and to provide support for infected staff members.</li> <li>• <b>June</b> – becomes a pioneering member of Business in the Community (BITC).</li> <li>• <b>September</b> – Access Bank receives Nigeria’s Most Improved Company in CSR award from Social Enterprise and Report Awards (SERA).</li> <li>• <b>October</b> – Access Bank is nominated for the FT/IFC Africa/Middle East Emerging Markets Sustainable Bank of the Year Award.</li> </ul>
2009	<ul style="list-style-type: none"> <li>• <b>March</b> – becomes the first Nigerian financial institution to sign-on to the London Benchmarking Group (LBG). This provides a comprehensive and consistent parameter to capture the output and longer-term impacts of the Bank’s Community Investment projects on business and society.</li> <li>• <b>April</b> – the Bank joins the Global Reporting Initiative (GRI) and uses GRI guidelines to produce its CSR/Sustainability Report.</li> <li>• <b>June</b> – start of the Going Green; Beyond Words Tree Planting Initiative. Through this project, Access Bank has so far been able to educate 800 students from 40 secondary schools across Nigeria on climate change causes, effects and solutions. The scheme has inspired students to reduce CO<sub>2</sub> emissions within schools, and in their local communities, and resulted in the planting of 4,800 trees.</li> <li>• <b>June</b> – the Bank becomes the first Nigerian financial institution to become a signatory to the Equator Principles (EP).</li> <li>• <b>October</b> – launch of Mirror the Master Initiative, celebrating the works of established art masters. The initiative has helped to showcase 500 new talented artists in Nigeria. For example, Omeke Johncross, from Model Primary School, Nsukka was a winner in the first phase of this scheme and currently has 2 of his paintings in the British Royal Collection.</li> </ul>
2010	<ul style="list-style-type: none"> <li>• <b>January</b> – the Bank commences the strategic integration of Environmental and Social (E&amp;S) considerations into the Bank’s business operations.</li> <li>• <b>March</b> – concludes the first phase of its SME Workplace Policy Programme training. Through this project, Access Bank has been able to enhance the capacity of 250 SMEs to develop Workplace Policy on HIV/AIDS, TB and malaria and scale up on health programmes.</li> <li>• <b>September</b> – contributes US\$1 million to the Global Fund Gift from Africa Project. This remains the single largest donation by an African private sector corporation to combat HIV/AIDS, TB and malaria.</li> <li>• <b>October</b> – Access Bank named Most Socially Responsible Bank by African Banker magazine.</li> <li>• <b>November</b> – appointment of Access Bank’s GMD/CEO, Aigboje Aig-Imoukhuede, to the Global Business Coalition on HIV/AIDS, TB and malaria Board in recognition of the Bank’s HIV/AIDS, TB and malaria eradication efforts.</li> <li>• <b>December</b> – through the Bank’s Employee Volunteering Programme, Access Bank staff pass the milestone of having impacted 25,000 lives. This figure includes about 15,000 students in educational institutions, 100 orphans and vulnerable children affected by HIV/AIDS, 1,500 secondary school students receiving education about HIV/AIDS, 4,000 hospital patients, 2,000 community members gaining access to portable water and about 3,500 orphans, elderly, prison inmates and motherless children.</li> </ul>
2011	<ul style="list-style-type: none"> <li>• <b>March</b> – Access Bank leads the adoption of the Environmental and Social Risk Management Framework through a pioneering workshop for financial institutions operating in Nigeria in partnership with FMO, IFC, African Development Bank and Proparco.</li> <li>• <b>March</b> – the Bank becomes the first financial institution in Nigeria to deploy a customised Sustainable Finance toolkit that will assist in screening projects to identify potential E&amp;S risks. The kit will also determine the appropriate level of E&amp;S due diligence required for projects and integrate E&amp;S policy into the Bank’s existing credit processes. The Bank also signed the CEO Statement in support of the UNGC/UN Women’s Empowerment Principles.</li> <li>• <b>March</b> – Aigboje Aig-Imoukhuede and Herbert Wigwe win the Young Global Champions category in the THISDAY Awards for banking transformation across Africa and beyond.</li> <li>• <b>April</b> – Access Bank was awarded a Big Tick in the Business in the Community (BITC) Awards for Excellence 2011. For companies who have demonstrated a significant impact in making responsible business an integral part of what they do, this national award is one the most recognised endorsements of responsible practice.</li> <li>• <b>May</b> – Access Bank was recognised by GBCHHealth for reaching the finalist stage of the Business Action on Health Award.</li> <li>• <b>June</b> – Access Bank was named Sustainable Bank of the Year (Middle East and Africa) in the 2011 FT/IFC Sustainable Banking Awards.</li> <li>• <b>July</b> – Access Bank won the Lagos State CSR Gold Award for its good corporate citizenship.</li> <li>• <b>September</b> – Access Bank initiates the pioneering <i>Nigeria Sustainable Finance Week</i> which concludes with a CEO Roundtable. At the Roundtable, the Strategic Sustainability Working Group (SSWG) is constituted, with Access Bank as the Secretariat.</li> <li>• <b>October</b> – Access Bank, alongside other members of the Bankers Committee, signs a joint statement on Nigeria Sustainable Banking Principles.</li> <li>• <b>October</b> – Access Bank wins the World Finance ESG Award as the 2011 Best ESG Asset Manager, Nigeria, for integrating ESG into its business operations.</li> <li>• <b>November</b> – the Bank trains 2,000 SMEs across Nigeria, Ghana, Rwanda and Zambia. This enhances the capacity of the SMEs to develop Workplace Policy on HIV/AIDS, TB and malaria and scale up on health programmes.</li> <li>• <b>December</b> – the Board of Directors approve the revision of the Bank’s corporate philosophy in line with our sustainability agenda.</li> </ul>

# Our Approach to Sustainability

## continued

### Corporate governance structure and procedure

The Bank's approach to corporate governance is responsive to the changing regulatory environment. Our governance and ethical behaviour form the baseline of our business practice. This ensures that we tie Sustainability directly to the Bank's Senior Management and Board of Directors, who bear responsibility for overall business strategy, practices and policies.

Our governance structure determines the fundamental relationships among the members of the Board of Directors, Management and other Stakeholders. It defines the framework through which ethical values are established and the context in which corporate strategies and objectives are set.

The strength of our governance starts at the top with a Non-Executive Chairman and 7 well-informed Non-Executive Directors that give priority to strategic planning; ensure that standards exist to promote ethical behaviour throughout the organisation; and drive continuous improvement in governance practices.

Corporate governance at the Bank is the principal responsibility of the Directors led by the Chairman of the Board, while management of the Bank is the responsibility of the four Executive Directors led by the Group Managing Director/CEO. The Board of Directors at all times complies with the Central Bank of Nigeria (CBN) Code of Corporate Governance.

### Board composition, selection and tenure of Directors

- Directors that are currently employed by the Bank are deemed Executive and all others are deemed Non-Executive;
- Non-Executive Directors will always constitute at least a majority of the Board;
- An Executive Director that has substantial stock in the Company upon retirement may elect to serve on the Board of Directors as a Non-Executive Director. In all other cases, an Executive Director shall submit his or her resignation from the Board upon termination of active service as an employee;
- A Director will retire from the Board at the next Annual General Meeting of the Shareholders following the attainment of age 70; and
- A Director will also vacate office or cease to be a Director, if the Director directly or indirectly takes a facility from the Bank that remains non-performing for a period of more than 12 months.

### Mechanism for making recommendations to highest governance body

Shareholders and other Stakeholders communicate with the Board at the Investors Forum and Annual General Meetings, which are held yearly and where Stakeholders are free to raise any issue of concern. The Bank also has an Investor Relations Unit which is an accessible channel for Shareholders to register their views, which are communicated to the Board.

Through the annual employee survey report, the Board is informed of staff opinions. Also, employees express their views through various channels including one-on-one discussions, focus group discussions, feedback via emails, among others.

### Conflicts of interest

The Bank's business requires that special obligations be imposed on all employees to safeguard its integrity, operations and interests.

- Employees are expressly prohibited from using their association with the organisation for personal gains beyond authorised compensation and benefits. Whenever there is any question of whether an activity would violate or appear to violate this principle, guidance must be sought from appropriate management authority. Clarification must be sought on all issues which border on conflict of interest;
- Employees must not, on their own behalf, borrow from or lend to customers of Access Bank Plc;
- Employees must not use the Bank's name and influence for personal purposes;
- Employees must not do anything to undermine either another employee, or the affairs of the Bank;
- Employees must adhere to the Bank's principles and policies, and must remain completely free of conflicting interests or activities which interfere with proper performance of their duties to the Bank; and
- Employees must conduct themselves in a manner that brings credit to the Bank.

The Bank has also created policies and standards to eliminate issues relating to conflicts of interest. Policies include:

- Code of Conduct: Access Bank employees are governed by an Employee Code of Conduct. The Code contains extensive provisions on the following areas: compliance with laws, rules and regulations; confidential customer information; confidential bank property; conflict of interest; gifts from customers; loans to or from customers; use of account by third parties; use of the Bank's name; cooperation with regulatory bodies; and public statement. Contained in this Code is the conflict of interest policy. This policy ensures that all employees avoid any situation that poses a conflict, or the appearance of a conflict, between their personal interests and the performance of their official duties.
- The Code is regularly reviewed and updated as required, to ensure it covers all aspects of our activities and is clear and easy for our employees to understand and follow. Employees are encouraged to familiarise themselves with the Code of Conduct and ensure strict adherence to its provisions.
- Directors' Regulatory Reporting Framework: This guides the reporting of Directors' interest in contracts, Directors' interest in facilities, the reporting of share dealings by Directors, among others.
- Determining qualifications and expertise of the highest governance body: Members of the Board are appointed taking into account the following criteria demonstrated outstanding achievement in the prospective Board member's personal career:
  - Breadth of experience;
  - Soundness of judgement;
  - Ability to make independent, analytical inquiries;
  - Ability to contribute to a diversity of viewpoints among Board members; and
  - Willingness and ability to devote the time required to perform Board activities adequately.

### Evaluating Board performance

Annual Board performance evaluations are conducted internally and externally by consultants. Internally, the collective performance of the Board is evaluated by all Board members using evaluation criteria approved by the Board. This is done at least annually. Externally, Board performance evaluation is conducted by consultants. For the reporting period, the evaluation of the Board was conducted by Accenture.

### Sustainability governance

The Bank's Group Sustainability Committee was established in 2009 to oversee and align our approach to the range of social and environmental issues and opportunities which confront our business on a daily basis.

The Committee meets quarterly and is chaired by the Group Managing Director. All key business areas are represented on the Committee, which benefits from the skills of an independent expert, Dr Christopher Kolade, the Chairman of the Convention of Business Integrity (CBI).

Dr Kolade provides leadership support, guidance and an independent opinion on the Bank's sustainability performance, to enable the Bank to benefit from global best practice.

The Bank's Group Sustainability Committee is responsible for setting guidance and direction, and for overseeing policies and progress on the Company's Corporate Social Responsibility and related activities. The Committee also offers advice to the Board on these matters. The Group CSR Team provides central support to the Committee in order to facilitate this.

The Bank also has a series of other committees and steering groups that oversee our governance approach to sustainability. They review emerging and current issues, risks as well as opportunities, make recommendations to the Board and are actively involved in the integration and implementation of the Bank's sustainability initiatives.

To ensure that the agreed sustainability agenda is put into practice, the CSR Team works with a network of Strategic Business Units Heads and CSR Champions in our various countries of operation.

Across the Bank, we have a number of complementary systems and policies in place to assess and mitigate a range of reputational and sustainability risks. Further detail is provided in this report.

### Regulation, legislation and public policy

The Bank ensures that its policies, procedures and practices are in sync with public policy. In addition, the Bank is actively engaged in influencing public policy formulation via several reform advocacy initiatives it has embarked upon or supported.

### Commitments to external initiatives

The Bank remains fully committed and engaged via our core initiatives to ensure the long-term sustainability of our business. We continue to take many opportunities to work with partners on a range of sustainability issues.

## The Bank remains fully committed and engaged via our core initiatives to ensure the long-term sustainability of our business



Left: Sanusi Lamido Sanusi, Governor, Central Bank of Nigeria during the CEO Roundtable at Nigeria Sustainable Finance Week

Right: The CEO Roundtable



Above: Herbert Wigwe, Deputy Group Managing Director, Access Bank Plc at the CEO Roundtable

### Nigeria Sustainable Finance Week

In March 2011, the Bank organised an internal capacity building workshop for staff to build capacity on E&S Management. In addition to this, an external workshop was organised for Nigerian Financial Institutions to create awareness on environmental and social issues.

# Our Approach to Sustainability continued

As a follow up to this, the Bank sponsored an enlarged Stakeholder programme entitled *Nigeria Sustainable Finance Week* with the theme “*Moving Frontiers – Sustainable Finance*” was organised in September 2011 in partnership with United Nations Environment Programme Financial Institutions (UNEP FI), the Dutch Development Bank (FMO), the International Finance Corporation (IFC), the African Carbon Asset Development Facility (ACAD), the Nigerian Conservation Foundation (NCF), the Chartered Institute of Bankers of Nigeria (CIBN), DEG, Proparco and AfDB. Attended by more than 200 delegates, this event provided a forum for the exchange of ideas and information among sustainability NGOs, corporate organisations and leading financial professionals from around the world. It also presented a platform to address the challenges around E&S integration and highlighted environmental and social issues relevant to Nigeria’s banking sector.

The following workshops were held during the *Nigeria Sustainable Finance Week*:

## **Plenary Session 1– Financing the Green Economy** **Keynote address: Financing the Green Economy**

This session highlighted how sustainable finance is at a tipping point. It also underlined the importance to banking of Green Economy issues – low carbon, energy security, resource efficiency and secure global supply chains for strategic materials. This was presented by Paul Clements-Hunt, Head of Unit, UNEP FI.

## **Plenary panel: Financing a low-carbon Energy Sector**

This session highlighted how renewable energy sector is gaining ground in the Nigerian energy sector. Understanding the potential of renewable energy requires the discussion of both the barriers and drivers of this sector as well as the ways the financial sector can gain from this developing industry. It also requires understanding how public-private partnership can leverage private financial flows. Questions discussed included:

- What is the role of the traditional energy suppliers in the transition to a low-carbon energy sector?
- What barriers and drivers do private financiers currently see in investing in low-carbon/renewable energy?
- How can the resources of governments and multilateral financial institutions leverage financial flows from banks, insurers and investors into the low-carbon energy supply?

## **Plenary Session 2– Agriculture financing** **Keynote address: Agriculture financing**

This session provided a technical background on how global organisations such as Rabobank approach agriculture financing and how they integrate sustainability into the financing process. The speaker was Hans Bogaard, Head of Agribusiness Finance, Rabobank.

## **Keynote address: Sustainable agriculture – a competitive advantage**

This session looked at the commercial benefits of sustainable agriculture through a food production company’s perspective on sustainable sourcing practices.

## **Plenary panel: Why sustainable agriculture?**

This session looked at the importance of agriculture to the Nigerian economy and the growth of sustainability in this sector. Delegates discussed the agreement signed by the Central Bank of Nigeria with the Alliance for a Green Revolution in Africa to develop innovative and responsible financing mechanisms for agriculture. They also discussed the role of banks in this important sector. Questions discussed included:

- What are the key issues for sustainability of agriculture in Nigeria?
- Is sustainability in agriculture a hurdle or an accelerator for economic development?
- How is the Government of Nigeria supporting development of the sector?

## **CEO roundtable**

This was a closed event on the final day of *Nigeria Sustainable Finance Week* for the CEOs of selected Nigerian banks including the Central Bank. Its purpose was to create awareness of sustainability at the highest levels of industry and to synthesise current thinking on sustainability opportunities and challenges in Nigeria with reference to the financial sector. It led to the signing of a Joint Commitment Statement on Nigeria Sustainable Banking Principles by the CEOs of Nigerian banks, and the establishment of a Strategic Sustainability Working Group. This effort has prioritised sustainability in the agenda of the Nigerian financial sector.

## **UNEP FI advanced environmental and social risk analysis workshop**

The workshop aimed to educate employees of local, regional and international financial institutions in the identification, analysis and management of environmental and social risk generated through their lending and investment activities. The consideration of social and environmental risks in mainstream financial analysis is a growing trend. It offers a wide range of opportunities both for the financial sector and for the promotion of sustainable development.

The session was attended by representatives of financial institutions only, especially risk managers and analysts working in development, commercial, corporate or investment banks.

## **Nigerian conservation foundation environmental symposium**

This part of the event brought all relevant stakeholders together to examine current financial mechanisms supporting local and global environmental issues. The symposium assessed the state of environmental funding worldwide and in Nigeria and examined a variety of challenges associated with environmental funding. Participants included representatives of federal and state government, members of the legislative arm of government, bilateral and multilateral funding agencies, non-governmental organisations and representatives of financial institutions. The speakers were: Mrs Odusote, The Director General, Nigeria Ecological Fund; Kumi Naido, Greenpeace International; Paul Segal, WWF Senegal; and Donald Duke, Former Governor of Nigeria.

## We participate in industry-wide discussions and adhere to the Government and regulatory code of standards

Right: The Nigerian Conservation Foundation Symposium during the Nigeria Sustainable Finance Week



Left: CEO Roundtable at the Nigeria Sustainable Finance Week



Right: Obeahon A. Ohiwerei, Executive Director, Commercial Banking Division, Access Bank Plc; Herman Mulder, Sustainability Thought Leader, Okey Nwuke, Executive Director, Institutional Banking Division, Access Bank Plc and Ashok Meda Kumar, Senior Banking Advisor, Access Bank Plc



Left: ACAD Carbon Credit Workshop

Right: Aigboje Aig-Imoukhuede, Group Managing Director, Access Bank Plc, Sanusi Lamido Sanusi, Governor, Central Bank of Nigeria and Nanno Kleiterp, CEO of FMO during the CEO Roundtable at Nigeria Sustainable Finance Week



Above: Nigerian Conservation Foundation Symposium

Right: United Nations Environment Programme Finance Initiative (UNEP FI) Environmental and Risk Management Workshop



# Our Approach to Sustainability continued

## ACAD carbon finance workshop

This one-day seminar on Carbon Financing co-sponsored by the African Carbon Asset Development (ACAD) Facility targeted the needs of credit and credit risk managers and investment officers working within African financial institutions. The objective was to enhance these financial professionals' understanding of the new business opportunities presented by global carbon trading and carbon credit offset investments in Africa.

After the workshop, participants were able to identify carbon credit generation opportunities in areas such as renewable energy and energy efficiency and to understand how the carbon credit project cycle overlaps with traditional investment project cycles. Specifically, participants also gained insight into how to appraise the risks associated with such investments and how carbon revenue streams could be integrated into equity and project financing structures and modelling.

The training included a case study providing a hands-on simulation involving the financial structuring of a carbon transaction and the negotiation of an emission reductions purchase agreement.

Experts in carbon project development and sustainable finance from Standard Bank, the United Nations Environment Programme (UNEP), and African CDM development organisations ensured delegates benefited fully from this workshop.

## De-regulation roundtable

Following the Nigerian Government's announcement regarding the proposed deregulation of the downstream oil sector, the Bank organised an executive roundtable to address the issues and probable impact of the policy.

The forum provided an opportunity for the Bank and other key Stakeholders to discuss the economic and business challenges of deregulation.

## Power summit

The Bank was the only sponsor from the banking sector at the Power Summit 2011 organised by the Commonwealth Business Council (CBC) in conjunction with the Trade Fair Group and Global Business Report (GBR). The summit was held at the Royal Commonwealth Society Office in London in March 2011. The 2-day event provided a platform for sharing experience and expertise in the power sector. Participants included governments of Commonwealth countries, private companies, technology companies and other power sector Stakeholders.

## Access Bank's approach to tax

The Bank recognises that tax compliance is fundamental to earning and retaining the confidence and trust of its Stakeholders. It provides the structure through which corporate tax objectives of the Bank are set and the means of attaining those objectives.

To ensure compliance with tax laws and regulations, the Bank engages the services of experienced tax consultants, who assist the Bank in implementing various initiatives and carrying out activities aimed at promoting sound tax practices within the Bank.

Some of the initiatives we have implemented include:

- Carrying out tax self-assessments with the overall aim of computing the Bank's tax liabilities;
- Periodic internal tax self-audit in readiness for annual regulatory tax audits;
- Timely response to tax issues emanating from tax authorities;
- Liaison with relevant tax authorities for timely and amicable resolution of any identified tax challenges; and
- Partnership with tax authorities in the design and implementation of relevant new tax initiatives.

In addition to these activities, the Bank actively participates in the generation of tax revenues to governments (federal and state) through prompt payments of taxes such as corporate tax and education tax. The Bank also plays a major role as a tax collector for the government.

## Stakeholder engagement

Engaging with a wide range of Stakeholder groups is important in understanding emerging trends and issues, and the Bank's potential roles and response. Getting direct feedback from customers and employees and responding is key to our business sustainability. This has given us the opportunity to develop a relationship, allowing us to communicate directly with interested parties, explaining our approach to a range of issues and the future focus of Access Bank.

Access Bank's major Stakeholders include regulators, government, Shareholders and investors, employees, customers, suppliers, Non-Governmental Organisations (NGOs), communities and the media. We spend a great deal of time ensuring that we listen to all our Stakeholders, respond to their feedback and address their areas of concern, so that we can align our business interests with their interests.

## Identifying and engaging Stakeholders

Access Bank's key Stakeholders are categorised into groups based on their interaction with our business activities. The categories are not mutually exclusive – some groups potentially have interests across a number of category areas. Some areas, such as customers and employees, are all-inclusive; others, such as NGOs, require priority to identify the most relevant groups to engage with.

We gather Stakeholder views through a number of mechanisms, including opinion surveys, focus group discussions on particular issues, regular dialogue with media representatives and NGOs and staff, consultations with consumer groups and involvement in industry-wide discussions.

For example, with customers we conduct customer satisfaction and loyalty surveys, produce quarterly reports, collect feedback from our contact centre and liaise with the customer ombudsman for process and service improvement and new product development. We record problems noted by clients in a central database handled by our customer ombudsman and follow up directly to ensure that systemic problems are corrected.

## Engagement mechanisms used in 2011

 Stakeholder group	 Primary engagement mechanism	 Main issues
<b>Customers</b>	We continually monitor customer opinion, feedback and complaints received through our call centres, online surveys and local engagement to identify current and future issues that could impact upon levels of satisfaction with our service.	<ul style="list-style-type: none"> <li>• Safety and security</li> <li>• Transaction turnaround time (TAT)</li> <li>• Fees and interest rates</li> </ul>
<b>Employee</b>	Our annual Employee Opinion Survey tracks the overall engagement levels of staff. This is supplemented by regular surveys, communication campaigns and focus group discussions.	<ul style="list-style-type: none"> <li>• Employee development</li> <li>• Employee engagement</li> </ul>
<b>Investors</b>	Our leadership team and the Group Investor Relations team meet regularly with current and potential investors. We also undertake regular meetings and quarterly conference calls with local and international investment analysts.	<ul style="list-style-type: none"> <li>• Financial sustainability</li> <li>• Corporate governance</li> </ul>
<b>Suppliers</b>	We conduct regular meetings with key suppliers to discuss our business relationship, and we undertake a vendor performance assessment to capture their feedback and assess their performance.	<ul style="list-style-type: none"> <li>• Clear and consistent communication</li> </ul>
<b>Industry forums</b>	We participate in industry-wide discussions and adhere to the Government and regulatory code of standards. In addition, we participate in a number of industry forums focusing on sustainability issues.	<ul style="list-style-type: none"> <li>• Financial sustainability</li> <li>• Fair banking</li> <li>• Effect of Central Bank of Nigeria (CBN) reforms</li> </ul>
<b>Media</b>	Our corporate communications and media teams respond on a daily basis to enquiries on a range of issues.	<ul style="list-style-type: none"> <li>• Financial sustainability</li> <li>• Remuneration</li> <li>• Fair banking</li> <li>• Global citizenship</li> </ul>

# Our Approach to Sustainability

continued

## Strategic external initiatives

Partner	Profile	Partnership update
<p><b>United Nations Global Compact (UNGC)</b></p> 	<p>The UNGC offers a policy framework for the development and implementation of corporate sustainability strategies. It also offers a platform, based on universal principles, to encourage partnerships and innovative initiatives with civil society, government and other Stakeholders.</p>	<p>The Bank's GMD/CEO, Aigboje Aig-Imoukhuede signed the United Nations Global Compact (UNGC) CEO statement supporting the empowerment of women.</p>
<p><b>United Nations Environment Programme Finance Initiative (UNEP FI)</b></p> 	<p>Global partnership between UNEP and the financial sector. UNEP FI provides the opportunity for organisations to understand, and respond to, environmental considerations on financial performance. UNEP FI aims to advance the cause of sustainability in the finance sector.</p>	<p>The Bank worked with the UNEP FI to host an Advanced Environmental and Social Risk Analysis Workshop during the Nigeria Sustainable Finance Week in September 2011.</p>
<p><b>Global Reporting Initiative (GRI)</b></p> 	<p>GRI's mission is to develop and disseminate globally applicable sustainability reporting guidelines. These are set global standards for reporting on the economic, environmental and social dimensions of an organisation's activities, products and services.</p>	<p>Access Bank reports on performance indicators recommended by GRI. Access Bank has been a GRI Organisational Stakeholder since 2009.</p> <p>The Bank participated in the Panel Discussion, involving leading African financial institutions of Sustainability Reporting at the GRI Side Event at the UNEP Governing Council/Global Ministerial Environmental Forum held in March, 2011.</p> <p>Access Bank was also invited to speak at GRI's Webinar on Human Rights in July 2011.</p>
<p><b>London Benchmarking Group (LBG)</b></p> 	<p>Provides comprehensive and consistent set of measures for Corporate Community Investment (CCI) in order to determine the actual community contribution by an organisation while capturing the output and longer term impacts of the CCI projects on business and society.</p>	<p>Access Bank participates in LBG annual data returns.</p>
<p><b>Equator Principles (EP)</b></p> 	<p>Group of over 70 financial institutions with operations in over 100 countries across the globe. The Equator Principles are a project finance industry standard for addressing environmental and social issues in project financing globally.</p>	<p>The EP standards have been incorporated in the Bank's Environmental and Social Policy and are used to assess lending activities.</p> <p>Access Bank attended the organisation's 2011 Annual Meeting.</p>
<p><b>United Nations Principles for Responsible Investment (UNPRI)</b></p> 	<p>An investor initiative in partnership with UNEP FI and the UN Global Compact. The principles provide a menu of possible actions for incorporating environmental, social and governance (ESG) issues into mainstream investment decision-making and ownership practices.</p>	<p>The Bank participated in the UNPRI's 2011 survey – an annual online questionnaire whose responses are used to create the UNPRI Annual Report on Progress.</p>

 Partner	 Profile	 Partnership update
<p><b>Business in the Community (BITC)</b></p> <p>A member of</p> 	<p>A network of over 800 businesses committed to inspire, engage, support and challenge organisations to integrate responsible business practices into their operations.</p>	<p>The Bank, represented by Jamie Simmonds, MD, Access Bank, UK, participated in the Business in the Community (BITC) 2011 Responsible Business Convention and spoke during a plenary session on 'Working Globally, Adapting Locally: Transforming The Pace of Change'.</p> <p>Access Bank was awarded the 'Big Tick' Award in 2011 for inspiring and innovative programmes that have positively impacted the United Nation's Millennium Development Goals (MDGs).</p>
<p><b>GBCHealth</b></p> 	<p>A coalition of over 220 companies seeking to create opportunities for the global business community to fight and speak out on HIV/AIDS, TB and malaria worldwide.</p>	<p>The Bank's GMD, Aigboje Aig-Imoukhuede, was elected the co-chair of GBCHealth. Aig's appointment was announced at the GBC's 10th Anniversary Awards Gala Dinner in New York on Thursday, 2 June, 2011.</p>
<p><b>Nigerian Conservation Foundation (NCF)</b></p> 	<p>Premier charitable environmental organisation in Nigeria which aims to improve the quality of human life through:</p> <ul style="list-style-type: none"> <li>• Preserving the full range of Nigeria's biodiversity;</li> <li>• Promoting sustainable use of natural resources for the benefit of present and future generations; and</li> <li>• Advocating actions that minimise pollution and wasteful utilisation of renewable resources.</li> </ul>	<p>The Bank partnered with the NCF to host an environmental symposium during the Nigeria Sustainable Finance Week.</p>
<p><b>Nigeria Business Coalition Against AIDS (NIBUCAA)</b></p> 	<p>Coalition of 40 companies supporting businesses to implement workplace HIV &amp; AIDS programmes and positioning members individually, as well as collectively, to contribute to the national response to the HIV/AIDS pandemic.</p>	<p>The Bank participated in and sponsored the Nigeria Business Coalition Against AIDS (NIBUCAA) Roundtable with the theme 'Minimum Prevention Package: A Critical Building Block for HIV Programming in Nigeria'.</p> <p>NIBUCAA provided technical assistance for the Bank's SME Workplace Policy programme in 2011.</p>
<p><b>Convention on Business Integrity (CBI)</b></p> 	<p>The CBI was established to empower business transactions in and within Nigeria against corruption and corrupt practices. Its vision is to move the society towards a visible zero tolerance of corruption.</p>	<p>As members of the Convention on Business Integrity (CBI), Access Bank operates a zero tolerance policy with regards to corruption.</p> <p>The Bank continuously engages in various actions to ensure full compliance with regulations on corrupt practices.</p>
<p><b>Clinton Global Initiative (CGI)</b></p> 	<p>Established in 2005 by former President Bill Clinton, the Clinton Global Initiative (CGI) encourages global leaders to create and implement innovative solutions to the world's most pressing challenges.</p>	<p>We became a member of the CGI in 2011 and we are committed to the Global Smoke-free Worksite Challenge.</p> <p>In September 2011, the Access Bank GMD, Aigboje Aig-Imoukhuede, made a Global Health Commitment alongside Bill Clinton at the 2011 Clinton Global Initiative Annual General Meeting in New York.</p>

# Customers

We have always sought to understand our customers better and redesign our services to meet their needs. We continually review our standards and processes to ensure we exceed customer requirements

## Our customers

During the year, the Bank ranked amongst the top 6 banks in Nigeria in terms of service delivery and this was confirmed by our ranking in the 2011 KPMG Banking Industry Customer Satisfaction Survey for Banks in Nigeria, where we came 4th for Corporate and 6th position in Retail. We have taken this as an objective assessment of our performance and have aimed higher for the 2012 KPMG ratings, as well as other globally acceptable assessments carried out by relevant bodies.

## Improving quality for our subsidiary customers

Our focus in 2011 was to enhance product knowledge and staff conduct, and to provide a consistently high quality environment within our branches. The Bank has mandated an Innovation Total Quality Management (ITQM) representative at each subsidiary to ensure service quality. These individuals have ITQM as their primary function and drive service in their respective subsidiaries.

The ITQM representatives ensure that they consistently solicit customers' perception of service and measure the 4 critical success factors of service quality – customer service, ambience, turnaround time and error rate – in their branches. The ITQM teams do this via the Bank's Project 5-Star performance-improvement project, which is a survey.

The ITQM unit also has responsibility for resolving customer issues in the subsidiaries. To ensure that the Bank continually improves customer satisfaction in the subsidiaries, Service Quality reports are sent to the Head Office in Nigeria on a monthly basis. Customer issues highlighted in subsidiaries outside Nigeria have much in common with those in Nigeria, although there is less emphasis on service failure online or at ATMs. To monitor progress, the Group Service Quality Assurance (SQA) unit consistently measures service performance at all channel points and proposes solutions to the process owners until higher customer satisfaction ratings are realised.

## Key issues in the marketplace

### Our customers

We ranked among the top 6 banks in Nigeria in 2011 but we aim to do better in 2012.

For further details please see page **22**

### Customer ombudsman

The Ombudsman process strives for a win: win resolution to ensure that the smooth customer/banker relationship is not disrupted by any complaint.

For further details please see page **23**

### Customer satisfaction survey 2011

The customer satisfaction survey provides valuable insight about our performance and help drive improvement initiatives.

For further details please see page **24**

### Project 5-Star performance improvement

Our aim is to achieve a drastic improvement in service delivery.

For further details please see page **25**

### Customer service week

This was the 4th year in a row that we showed our commitment to quality service.

For further details please see page **29**

### Communications and promotions

We believe in responsible marketing and advertising.

For further details please see page **28**

### Financial inclusion

Our Early Savers product helps the young take a step towards financial literacy.

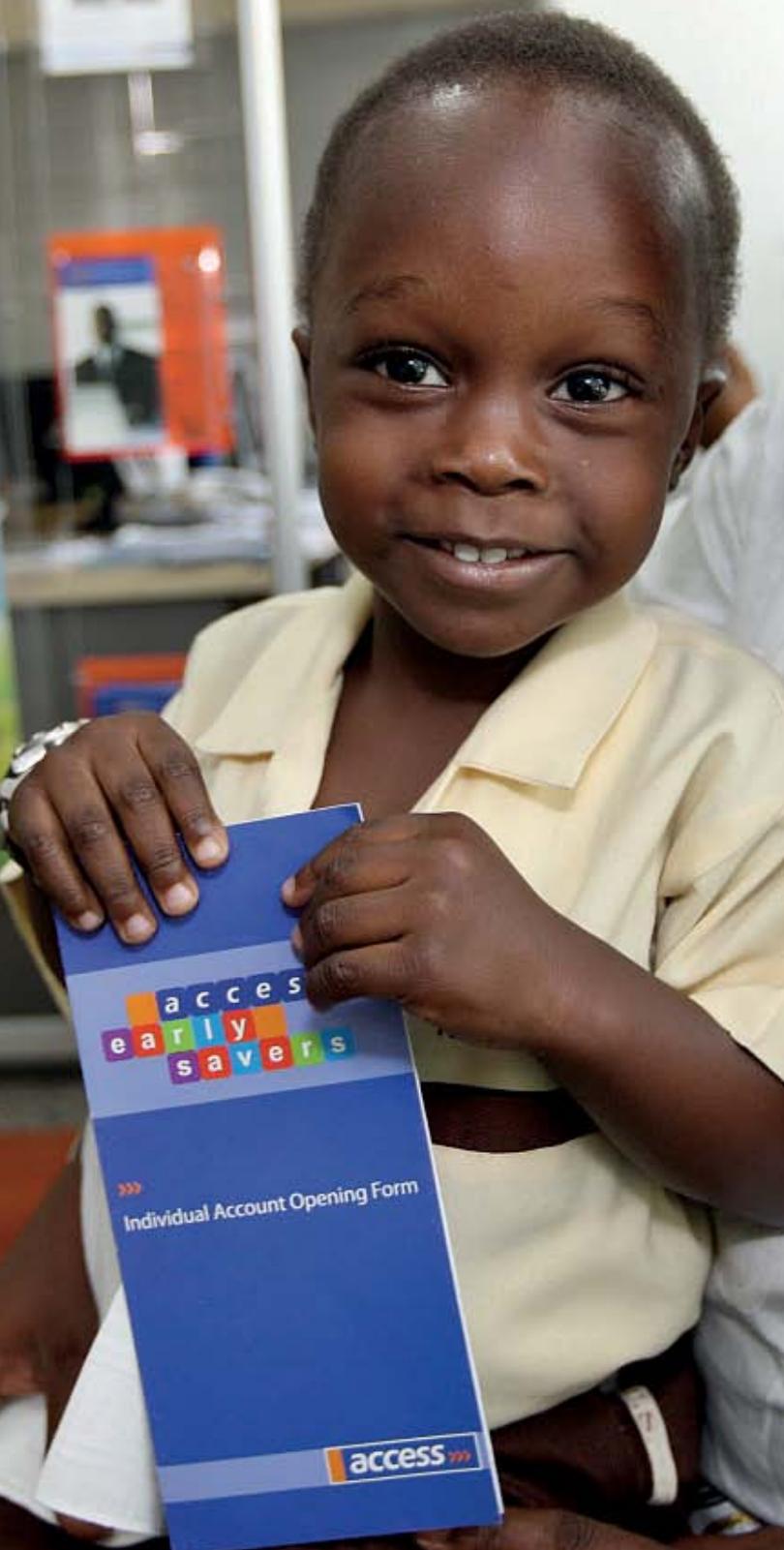
For further details please see page **29**

### Fighting corruption

Regular employee training has reduced the Bank's exposure to incidence of corruption and money laundering.

For further details please see page **29**

The Access Early Savers account aims to ensure that every child has access to sound and impartial money guidance



A new service initiative involves visits by management to the Bank's branches to assess service quality and analyse customer experiences

### Listening to customers

We strive to achieve customer satisfaction through first-class customer service, treating our customers fairly and dealing swiftly and effectively with any complaints, through an ombudsman if necessary. We only create products and services that our customers want and for which there is a clear market need. In this way, we develop responsible products and services that represent added value to society. In our marketing communications, too, we pride ourselves on our responsible approach. Allied to responsibility is integrity and through all of our business dealings we never fail to take measures to ensure compliance and to fight corruption in all its forms.

We use our Contact Centre, as well as other channels, to solicit customer feedback, while our relevant departments such as IT, Product Development and Research, and Marketing use such feedback in the review and redesign of our processes, systems and products.

### Guest frontline service

This new service initiative involves visits by management to the Bank's branches to assess service quality and analyse customer experiences. This activity was formalised in 2011 and took place every 3 months.

### Customer ombudsman

The ombudsman functions as the Bank's complaint resolution expert by listening to customers, providing and receiving information, identifying and reframing issues, and developing a range of positive resolutions that are acceptable to both the Bank and its customers. The ombudsman liaises with the Investigation Unit, Remedial Assets, relationship managers, marketers and customer care officers in investigating customers' complaints with a view to resolving them in a timely manner. The ombudsman makes recommendations compatible with the Bank's policies but is not involved with making binding decisions, or mandating policies, or formally adjudicating on issues on behalf of the Bank.

## The Innovation Total Quality Management (ITQM) Group conducted more than 100 surveys of the Bank's customers in 2011

### Resolving complaints

The ombudsman identifies trends, issues and concerns regarding customers' complaints that may directly or indirectly affect the Bank's policies, products, services and procedures, including potential future issues and concerns and provides suggestions and recommendations where necessary. The customers' ombudsman will, within 24 hours of receiving a complaint, write to acknowledge receipt and assure the complainant that his or her complaint is receiving attention. On average, the ombudsman will resolve complaints within 3 to 7 days, depending on the complexity of the complaint and the nature of the reconciliation required in reaching a settlement.

If parties are dissatisfied with the resolution reached, the ombudsman may further mediate to arrive at a fair settlement. If either party is displeased with the outcome, there is a mechanism for escalating the complaint for further action. The ombudsman keeps a log of all complaints received and these are tracked through a weekly report until final resolution.

### Training

The ombudsman reports to the Board's Risk Committee on the trend of complaints received by the Bank and the nature of the resolutions employed. On a quarterly basis, the ombudsman circulates points learned from resolved complaints to business service units. The ombudsman also offers training on root causes of complaints and litigation and examines case studies of complaints with the aim of reducing the level of complaints across the Bank. The ombudsman further circulates an Annual Report of complaints learning points received during the year with the same aim of removing potential causes of complaints and ultimately reducing the overall level of such complaints.

The ombudsman is a board member of the International Ombudsman Association – a body of ombudsmen who network on the nature of complaints and their causes, and who share insights into solutions to complaints at workshops and conferences.

The customers' ombudsman can be reached through any branch of Access Bank by either filling in a designated form or by handing over the complaint to the customer care officer at any branch of Access Bank. Complaints can also be filed online by sending an e-mail to: [complaints.ombudsman@accessbankplc.com](mailto:complaints.ombudsman@accessbankplc.com)

### Customer satisfaction survey 2011

The ITQM group conducts customer satisfaction surveys all year round in the branches. This is with a view to discern customer needs as well as how our services are meeting their requirements. The surveys also cover other banks' channels and products. In 2011, the Bank surveyed branches in different regions with the aim of making comparisons. The focus during the year under review was on customer loyalty using Net Promoter Scores (NPS), a system for identifying loyal enthusiasts who will keep using a brand and refer it (ie promote it) to others, so fuelling growth. This is a different approach to measuring just customer satisfaction as it is known that satisfied customers may still defect from a brand. So the loyalty index is what determines the probability that customers will remain with a business irrespective of changing circumstances. The propensity to switch was also determined. We conducted over 100 surveys of this type.

### Customer survey results by region

Region	NPS Customer loyalty (%) (Net promoters)	Switch rate (%) (Propensity to switch)
Ikeja	63.12	34.32
South-East	51.92	7.58
North-East	50.25	17.54
South-South	46.65	14.92
Apapa	45.97	29.19
Abuja/North-Central	45.79	17.75
Lagos Mainland	40.50	28.41
VI/Ikoyi	35.53	21.88
Port Harcourt	33.14	16.31
<b>Average</b>	<b>45.87</b>	<b>20.88</b>

### 5-Star

The Bank achieved an NPS Customer Loyalty rating of 45.87% and Switch Rate of 20.88% in 2011, compared to the 2010 figures of 38.30% and 18.06% respectively. This shows that the level of customers willing to recommend us to others increased, although the propensity for customers to switch also went up. The general customer satisfaction level was at 4-Star on a 5-Star rating scale. The common customer dissatisfaction issues experienced across the Bank are highlighted below:

- Delay in cheque confirmation;
- Reluctance of staff to attend to customers;
- Frequent system downtime;



To show our appreciation to customers, season's greetings were sent at Christmas via SMS, e-cards and ATM display machines

- Increased time to process a customer's transaction;
- Long queues in banking halls;
- Requirement for customer care unit need to be more friendly;
- Customers not informed of branch relocations; and
- Errors or other irregularities in bank statements.

### Project 5-Star performance improvement scheme

Project 5-Star is a survey-based performance improvement scheme launched in May 2008 with the aim of enhancing service delivery throughout the Bank across 4 critical success factors: customer service, ambience, turnaround time and error rate. All units and branches are expected to take part in Project 5-Star.

### Project 5-Star Results for Access Bank branches

Over 250 mystery shopping and branch visits were conducted in 2011 with a view to ensuring a consistent improvement in service to the point at which the Bank can claim to offer a 5-Star standard in all of its 310 branches and cash centres.

The top graph depicts the 2010 vs. 2011 comparative performance for the Bank's branches.

The data shows that telephone etiquette, error rate and turnaround time (TAT) improved by 26.72%, 24.25% and 8.97% respectively from 2010 to 2011. However, customer service and ambience decreased by 1.67% and 4.87% respectively.

Overall service quality improved marginally by 2.4% in 2011 over 2010. The Bank achieved an overall rating of 3-Star for branch services across the network.

### Implications

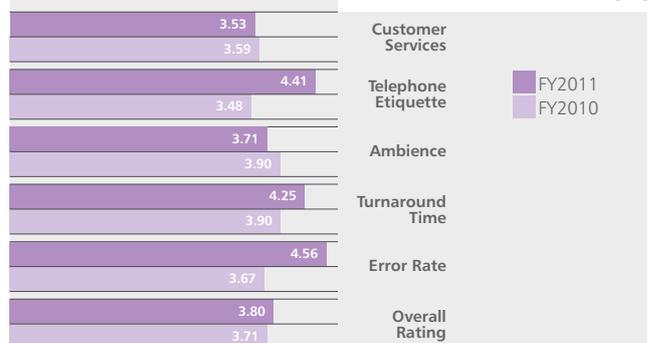
The improvement in turnaround time and error rate will reduce the waiting time and long queues experienced in the banking hall. This should result in higher patronage and repeat business, which in turn should bring higher income.

Although the level of customer service and ambience slightly decreased, we have taken active measures to reverse the trend by training staff in the expanded network and improving the façade at our branches.

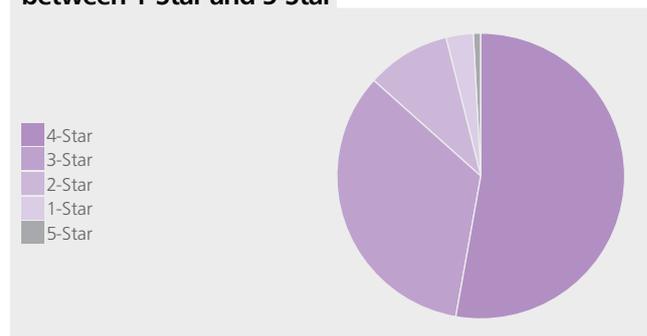
### Resolution

The minimum acceptable service quality rating for our branches in 2012 is 4.5-Star. Therefore, the focus for 2012 is to enhance service delivery via intensive training of new staff, improve branch façades, revitalise the Project 5-Star Performance Improvement

### FY2010 vs. FY2011 Service quality performance trend for branch services



### 2011 Project 5-Star ratings for our branches: distribution of ratings between 1-Star and 5-Star



# Customers continued

During customer service week in 2011, the Bank took the opportunity to communicate its commitment to quality service and generally boost employee morale, motivation and teamwork

Scheme and introduce service quality volunteers to uphold quality standards at the branches.

### Commercial Banking Division Results

The staff's level of confidentiality was good at 89.30 – this is equivalent to a 4-Star rating. Customer service, comprising staff conduct, product knowledge and reliability, was average at 70.32 – equivalent to a 3-Star rating. Overall performance for the Bank's Commercial Banking Division was 3-Star.

### Retail Banking Division Results

The staff's level of confidentiality was very good at 96.66% – equivalent to a 5-Star rating. Customer service (staff conduct, helpfulness, product knowledge and reliability) was much lower at 68.74, only a 2-Star rating. Overall performance for the Bank's Retail Banking Division was 3-Star.

### Head office units

Over 80 reviews were carried out in head office units to assess Project 5-Star service quality. The top bar chart on page 27 depicts the comparative performance between 2010 and 2011.

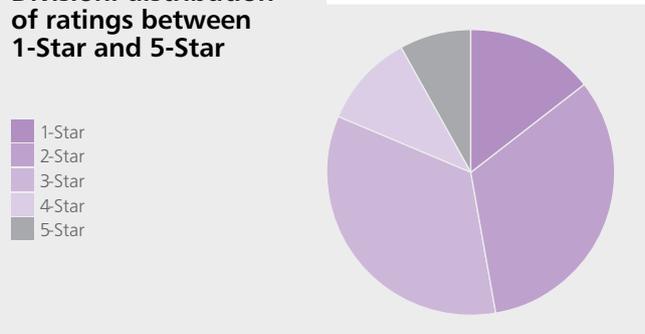
### Results

There was an improvement in all Project 5-Star critical success factors with an overall improvement of 14.75% for the head office units.

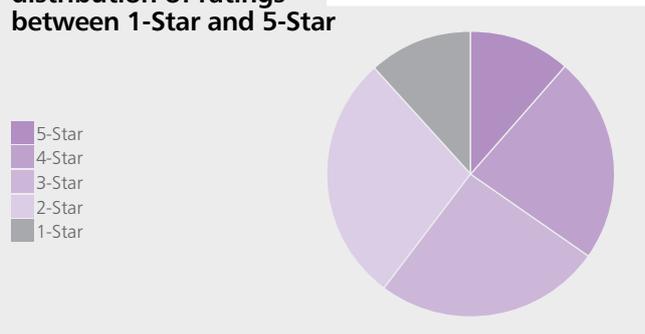
### Subsidiaries

The Project 5-Star Performance Improvement Scheme was conducted for the subsidiaries in February 2010 and assessments used the same parameters of speed of service delivery, error-free processing, customer service and ambience. The aim once again was to improve service delivery.

**2011 Project 5-Star ratings for our Commercial Banking Division: distribution of ratings between 1-Star and 5-Star**



**2011 Project 5-Star ratings for our Retail Banking Division: distribution of ratings between 1-Star and 5-Star**





Cross Section of Participants at the Cervical Cancer Symposium

### Results

The general customer satisfaction level for subsidiaries in general was 4-Star on a 5-Star rating scale. However, they experienced very low customer loyalty rates as shown below:

Country	NPS Customer loyalty (%) (Net promoters)	Switch rate (%) (Propensity to switch)
Ghana	32.66	26.37
Zambia	25.11	24.70
Sierra Leone	25.01	19.57
Gambia	24.39	22.77
D. R. Congo	24.38	24.48
Rwanda	17.74	24.17
<b>Average</b>	<b>24.88</b>	<b>23.67</b>

### Resolution

The focus for 2012 will be to improve on customer service delivery.

### Customer service week

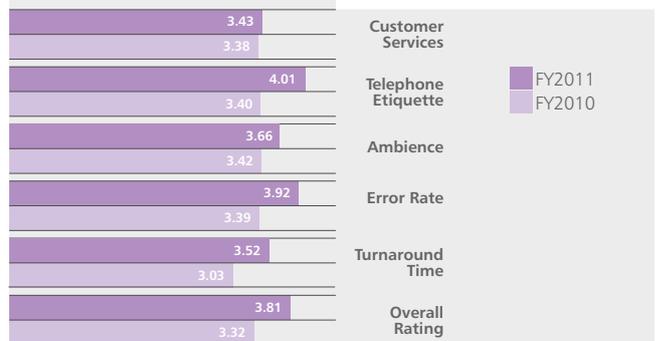
The Bank joined the global community in celebration of the annual customer service week. The 2011 version of the event was themed Recharge, Refresh and Reconnect and this was the fourth time the Bank took the opportunity to communicate its commitment to quality service, heighten awareness among employees of customer service, and generally boost employee morale, motivation and teamwork.

### Activities

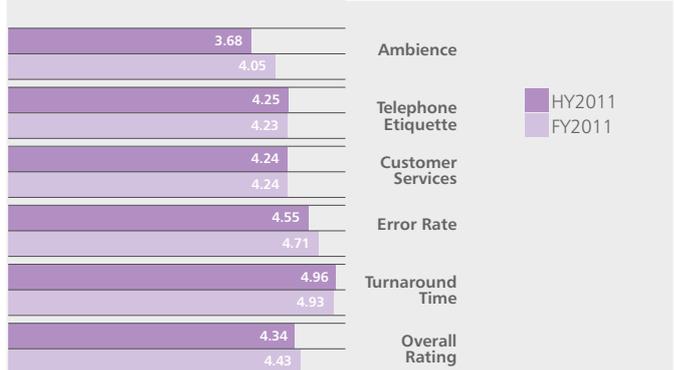
The programme for the week included the following:

- Customers received service week greetings via e-mail, SMS and ATM display messages;
- Thank you cards signed by Aigboje Aig-Imoukhuede (the Bank's Group Managing Director and Chief Executive Officer) were handed out to customers;
- Branches were decorated with balloons and ribbons in the Bank's corporate colours and staff members at the branches were dressed with a touch of orange;
- Customers were served with tea and cookies between the hours of 8:30 a.m. and 11:30 a.m.;
- Senior management staff served in various frontline capacities at our branches to improve customer engagement;
- Branches held 'Pick-and-Win' contests for customers; and
- TGIF was held by all the branches as a form of appreciation of their hard work in serving customers.

### FY2010 vs. FY2011 Performance for head office units



### HY2011 vs. FY2011 Service quality performance trend for subsidiaries



### Feedback

Customers were excited about this special treatment and feedback received included:

*"This is very interesting, I have never experienced this before even in the bank I work in."*

*"I did not expect to win anything out of the numerous customers that visited the branch today, I am grateful."*

*"I enjoy the service I get from you people. Since I started banking with you, I have had no issues."*

*"Let me go and withdraw my money from other banks and bring it to Access Bank."*

The Access brand was reinforced through the week as a truly service-oriented organisation. A better celebration in 2012 is in the making.

### Communications and promotions

We recognise that marketplace perceptions and reactions to business behaviour are critical to corporate success. We therefore engage in responsible marketing and advertising, using the media as a communication tool that positions the Bank as a choice for all our Stakeholders. Our marketing practices focus on building and maintaining sustainable, long-term relationships with our customers and relevant Stakeholders, while avoiding misleading marketing and advertising.

Our marketing communication strategy provides an overall framework for managing and co-ordinating a wide variety of activities that directly or indirectly inform and engage Stakeholders. It addresses communicators, Stakeholders, messages, channels, feedback mechanisms and message timing, while mapping out links between all these aspects. This Strategy ensures that the Bank provides relevant, accurate and consistent information on its activities.

Our approach to responsible marketing communications is to adhere to prevailing national laws, standards and voluntary codes covering any form of advertising, promotion and sponsorship. In line with this, the Bank adheres strictly to the laws and provisions of the Advertising Practitioners Council of Nigeria – APCON – that regulates and controls advertising practices in Nigeria.

### Customer engagement campaign for Access Advantage

The Bank ran a successful customer engagement campaign for its Access Advantage savings account product entitled "Take The Lead". Running from June 2010 to end of March 2011, the promotion rewarded loyal customers who built their balances by N50,000 and maintained their balance for 60 days. During the campaign, 25 Peugeot 407 cars were awarded as prizes to the lucky winners. A grand finale was held in April 2011 to reward the last 5 lucky winners.

To ensure the credibility of the selection process, the draw was witnessed by Mrs Ngozika Obidike, Consumer Protection Council (CPC), Mrs Toyin Daramola of the Lagos State Lotteries Board, journalists and employees from the Bank.

### End of year activities

The Christmas and New Year celebrations gave us another opportunity to show appreciation to our customers for their patronage and support during the year through a programme that included the following features:

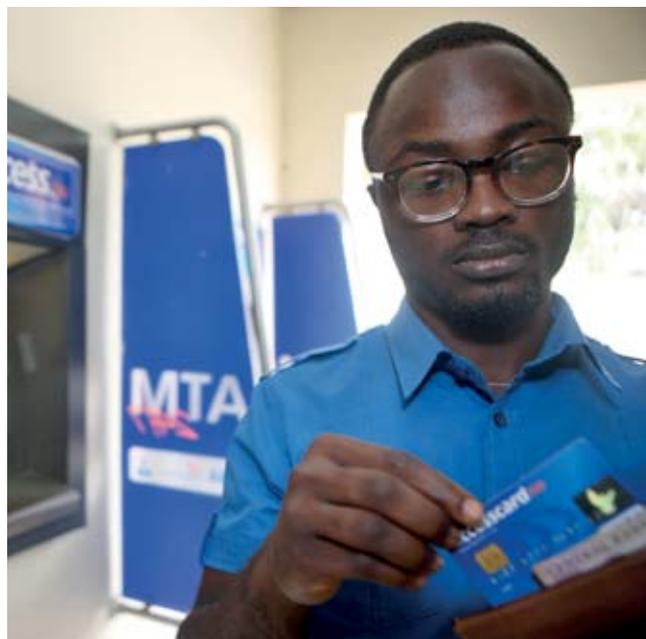
- Season's greetings sent to customers via SMS, e-cards, publications and ATM display messages;
- Christmas carols played in banking halls;
- Staff members wearing Santa hats to capture the Christmas mood;
- Refreshments served to customers; and
- Gifts handed out to visiting customers at the branches.

A number of customers congratulated the Bank for expressing its appreciation their patronage and loyalty.

### Valentine's Day celebration

The Bank also marked the celebration of Valentine's Day with customers in the year 2011 with the following programme:

- Chocolates were offered to visiting retail customers at the Bank's branches;
- Account officers distributed cards and chocolates to commercial customers; and
- Valentine messages were sent out to customers via SMS and e-mails.



### Financial inclusion

We have a proud tradition of helping generations of young people learn about the importance of saving and smart money management. By 2015, we aim to provide 1 million kids with the grounding in financial literacy they need to lead financially secure lives. One of the main ways we have committed to this goal is by establishing series of products which encourage savings from the cradle to adulthood.

### Our Early Savers account

The Bank's long-standing commitment to financial inclusion is evident through our partnership with Nickleodeon's *Dora the Explorer* and the introduction of the bespoke Access Early Savers account. This new product aims to ensure that every child has access to sound and impartial money guidance from the earliest age.

Our Early Savers account aims to help society by:

- Contributing to the social and/or economic development of children;
- Reducing inter-generational poverty;
- Helping a child accumulate assets at an early age;
- Motivating young people to enter formal financial systems so that they build assets in their youth and throughout their adult lives, in a way that ultimately leads to economic and social advancement for themselves and their families;
- Protecting children from future economic shocks and helping them build a store of resources for future investments; and
- Promoting overall development within society.

Our Early Savers product gives our young customers an easy, fun and interactive way of learning about the money management skills they will use for the rest of their lives. Through this programme, kids can bank at school and so gain a hands-on banking experience in a fun and interactive environment.

### Fighting corruption

Section 9 of the Money Laundering (Prohibition) Act 2004 states that every financial institution must develop training programmes to combat the laundering of the proceeds of crime or other illegal acts.

The CBN Anti-Money Laundering/Counter Terrorism Financing (AML/CFT) Compliance Manual also states that financial institutions should develop employee training programmes under the guidance of the AML/CFT Compliance Officer. In collaboration with Senior Management, they are required to give training on basic elements of anti-money laundering regulations and offences, money laundering and suspicious transactions, customer due diligence, record keeping and retention policy, and related money laundering issues.

Regular AML/CFT training programmes for bank employees is of paramount importance because banks are one of the major channels through which the proceeds of money laundering are channelled.

### Training in anti-money laundering

In response to the CBN's requirements, we run a range of training programmes to ensure our employees have the skills and knowledge required to help combat corruption and money laundering. This training aims as follows:

- To ensure compliance with the requirements of the Money Laundering (Prohibition) Act, 2004 and the Central Bank AML/CFT Regulation 2009;
- To acquaint employees with the use of 'know-your-customer' as a business tool and anti-money laundering international best practices standards;
- To provide an interactive session for capacity development and beneficial information sharing among members of staff on AML/CFT related issues; and
- To educate members of staff on Money Laundering 'red flags' and suspicious transactions.

### Actions taken in response to incidents of corruption

We have also established a set of procedures for responding to incidents where we believe there is evidence of corruption. The first step is to undertake an investigation into any allegation of corruption. If our findings give us cause for concern, we refer the matter to the police. We will also endeavour recover any losses that arise as a result of corruption.

### Monopoly practices

In the year under review, there was no legal action against the Bank in connection with anti-competitive behaviour, anti-trust or monopoly practices.

# Employees

At Access Bank, we are encouraging a diverse workforce; respect for and appreciation of differences in ethnicity, gender, age, national origin, disability and religion

**People are the core of our business and our responsible human resource management practices are designed to accommodate the needs of each employee**

## Building a high-performance workforce

The Bank seeks to encourage a sense of ownership in all aspects of its business. We also ensure that our practices develop requisite professional and ethical behavioural standards, deliver superior client service, and embrace sound financial discipline while recognising and rewarding performance. Our objective is to have a well-motivated staff who experience career satisfaction and take pride in working for a respected organisation offering progressive career development.

### Recruitment criteria

As a merit-driven organisation, the Bank is committed to providing equality in employment for all staff. Quality and merit are the primary considerations when recruiting and this cannot be compromised.

At the entry level positions, we are interested in young, energetic, results-oriented and highly intelligent individuals with a demonstrable passion for joining our team of high-performing professionals. Their career journey begins with a 4-month intensive training course at our Banking School of Excellence. In terms of hiring people with existing work experience, we look for ambitious, self-motivated individuals with leadership qualities who are inspired to exceed customer expectations.

The Bank recruits via a web based e-recruitment portal which provides a platform for equality and transparency in the recruitment process. At our Banking School of Excellence, the performance of each trainee is set against clear and objectively defined benchmarks, which in turn determine the trainee's absorption into the organisation and subsequent evaluation.

### Diversity and human rights

The Bank is committed to respecting human rights in all its business activities through compliance with national laws and in labour legislation. Our workplace policies and practices are aimed at shaping corporate culture and guiding relationships between the Bank and its Stakeholder groups.

## Key issues in the marketplace

### Building a high-performance workforce

Our responsible human resources practices help our staff to develop to their full potential.

For further details please see page **30**

### Diversity and human rights

We pride ourselves on implementing best-in-class workplace policies and practices.

For further details please see page **30**

### Employee engagement

We engage our employees through a range of strategic initiatives.

For further details please see page **32**

### Employee satisfaction and motivation

Our Annual Employee Survey continues to demonstrate the success of our human resources strategies.

For further details please see page **32**

### Female empowerment

We are providing women in our workforce with the support they need to build their careers.

For further details please see page **35**



Access Bank employees advocating the theme 'Getting to Zero' during the 2011 World AIDS Day

### Individual rights

Our policies support the rights of the individual as expressed in the International Bill for Human Rights, which comprises the 1948 United Nations Universal Declaration of Human Rights – UNUDHR – and the 2, 1966 International Covenants on Human Rights.

The UNUDHR contains internationally accepted standards for human rights and applies to governments and businesses. The general principles related to business practices are:

- Safe and healthy working conditions;
- Non-discrimination in personnel and hiring practices;
- No forced or child labour;
- Rights to basic health, education and housing (if operations are located in areas where these are not provided);
- Respect for existing international guidelines and standards for the use of force;
- Protecting the economic livelihood of local communities; and
- Contributing to the public debate about matters that affect our operations, employees, customers and the communities in which we operate.

The Bank has a responsibility to ensure that human rights are upheld in all its lending decisions, all its interactions with staff and those of suppliers and contractors through procurement and supply chain management.

# Employees continued

The Bank provides an enriching employee experience with opportunities to pursue rewarding and challenging work with talented and supportive colleagues, learning and development opportunities, benefits that have the flexibility to meet employees' needs, fair and competitive compensation, and support for work/life effectiveness

As a member of the United Nations Global Compact (UNGC) the Bank is committed to upholding the 10 principles of the UNGC in respect of human rights, labour rights, environmental protection and anti-corruption. The Global Compact seeks to promote responsible corporate citizenship, so that businesses can form part of the solution to the challenges of globalisation.

### Eliminating discrimination and encouraging diversity

The Bank has measures to eliminate discrimination and encourage cross cultural interaction, as well as tolerance of diversity. The non-discriminatory practices extend to the Bank's hiring and recruitment activities.

We are committed to upholding ethical practices across our operations and will not engage in forced or compulsory labour, or take part in direct operations that involve child labour.

In 2011, we launched a programme to ensure a higher recruitment rate of people from the northern part of Nigeria. This initiative aims to increase the proportion of the Bank's total workforce from the northern region, which currently stands at a very low level.

### Employee engagement

As key Stakeholders, employees are actively engaged and managed through a range of initiatives.

### Recognition and rewards

The Bank recognises and rewards employees who make significant contributions to the organisation at 3 different levels: contribution to team, to division and to the bottom line. We also have a long-service award to recognise staff who have completed 5 and 10 years' service with the Bank.

### Retreats

The Bank periodically holds retreats off-site in order to engage employees in strategy and organisational development. A number of divisions held retreats during 2011.

### Meetings

We reinforce organisational culture and values, and strengthen internal communication, through different meetings. A calendar of corporate meetings is displayed on the Bank's intranet. In 2011, this calendar included management meetings, meetings for MDs of the Bank's subsidiaries, and other similar events.

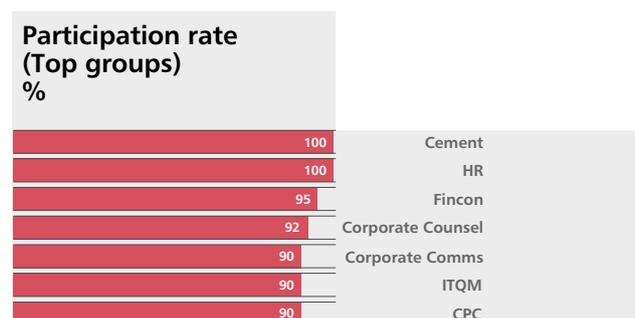
### Employee satisfaction and motivation

The objectives of the 2011 Employee Satisfaction Survey were as follows:

- To measure the level of employee satisfaction in 2011 and understand how the trend has changed from 2009;
- To conduct a health-check of the bank from the perspective of employees; and
- To obtain insight into what motivates employees and what drives workforce attrition levels in Nigeria.

### Participation

The participation rate was 73% as against a plan of 85%. There was a 7% drop in the participation rate against 2010. The top and bottom Groups are as shown below.





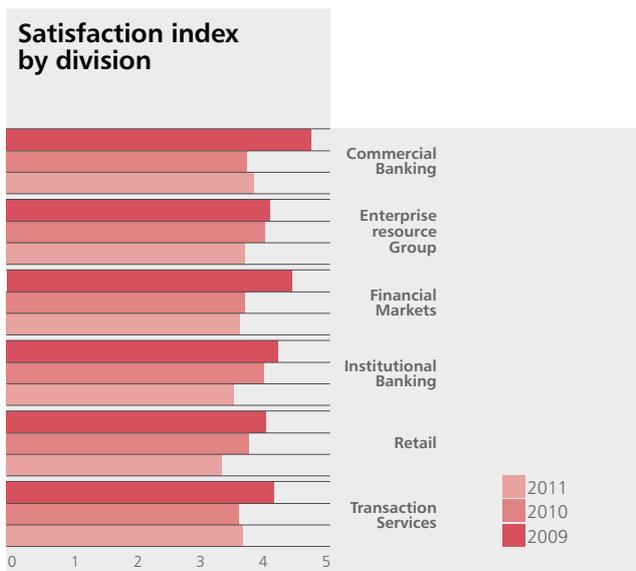
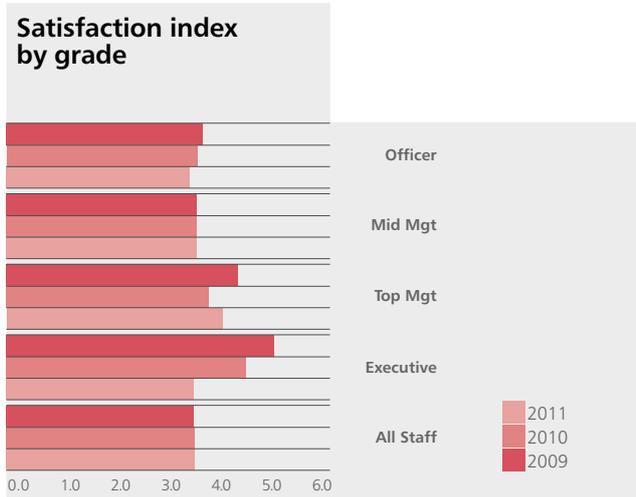
Staff at the Agric Workshop during the Nigeria Sustainable Finance Week

Staff at the Environmental and Social Risk Management Workshop

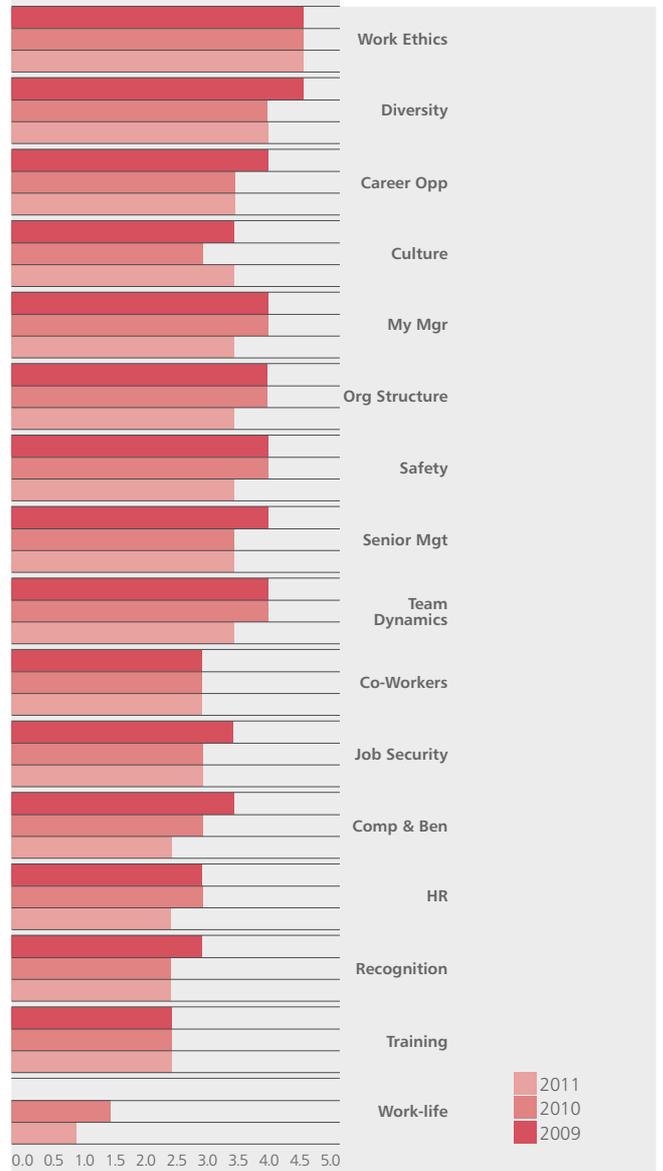


### Satisfaction index

The overall satisfaction level for Nigeria has remained stable over the last 3 years at 3.5. However in absolute terms, there was an improvement in 2011 (74.2%) over 2010 (71.5%).



### Core competence ratings



**In 2011, management approved the launch of a Female Network with the aim of providing women within Access Bank with the opportunities, tools, networks and support they require to assume future leadership roles within the organisation**

## Core competence – areas of concern

There were 5 core competencies with satisfaction levels below 3. They are:

Core competency	Score
1 HR function	2.5
2 Compensation and benefits	2.5
3 Recognition	2.5
4 Training	2.5
5 Work-life balance	1.0

There was a decline in work-life balance from 1.5 to 1; while compensation and benefits reduced from a score of 3 to 2.5.

## Summary of comments

### Culture and climate

- Access Bank should continue to take the pulse of staff and explore other opportunities for open communication;
- The Bank should continue to build an employer brand in order to attract and retain the best talent in the industry and culture of respect and co-operation should be embedded throughout the organisation; and
- Work-life balance is very poor across the Group: working extended/late hours, weekends and/or public holidays should be discouraged.

### Compensation and benefits

- The Bank should enhance remuneration practices through salary increases, mortgage loan increases, and greater flexibility in loan security.

### HR issues

- Poor staff retention: low morale and motivation among staff;
- Frequency and duration of meetings need to be reduced;
- HR needs to be more approachable and interactive;
- Staff should be made to feel more secure and their personal concerns given more consideration;
- Inadequate staffing levels as well as an experience and skills deficit; and
- HR can increase staff confidence by addressing the results of the survey.

## Supervisors

- Supervisors should focus on rewarding good behaviour rather than punishing poor behaviour;
- Supervisors should also be courteous and more empathetic in dealing with subordinates; and
- A bottom-up approach to decision making and issues resolution should be encouraged.

## Performance management

- Performance management and reward systems should be transparent and consistent across different divisions;
- The input of direct supervisors should be given more consideration in appraisals (especially in Branch Services); and
- Promotion guidelines should be made clearer as there is a perception promotions are generally delayed.

## Safety and work environment

- The IT infrastructure needs to be enhanced to reduce system downtime.

## Training

- Staff do not receive the training required for them to operate at the level required of them.
- While there are good self-education and online resources available, work pressure means there is little time to use these.

## Staff attrition: January – December 2011

Division	Officer	Mid Mgt	Mgt	Top Mgt	Exec	Total Resignation	Attrition %
Operations	26	1	2	1		30	7.94%
CBD	60	10	3	1		74	21.70%
IBG	5		2			7	11.86%
FMD	8	1	1			10	23.26%
Retail Banking	10	2				12	8.22%
Enterprise	18	4	1	1		24	13.26%
Risk Management	13	4	1	3		21	18%
Total Resignation (YTD)	140	22	10	6	0	178	
Staff strength as at 30 November	956	158	100	42	8	1264	
Attrition	14.64%	13.92%	10.00%	14.29%	0%	14.08%	



Cross Section of staff at the Bank's End of Year Party

Aigboje Aig-Imoukhuede, Group Managing Director at the Bank's End of Year Party



### Benefits to full-time employees

The Bank's practices on benefits to its employees are as follows:

- Club subscription – AGMs and above;
- Financial assistance:
  - Personal loan – all staff with SIT and subject to confirmation requirements
  - Salary advance – all staff with SIT and subject to confirmation requirements
  - Vehicle loan – ETs to Managers
  - Mortgage loan – SMs and above
  - Staff credit card – staff with SIT;
- Group insurance;
- Leave – Annual leave, length leave, assorted leave, maternity leave, sick leave, examination leave;
- Relocation allowance;
- Welfare benefits; and
- Pension scheme.

### Female empowerment

In 2011, management approved the launch of a Female Network with the aim of providing women within Access Bank with the opportunities, tools, networks and support they require to assume future leadership roles within the organisation.

#### Objectives

- Enhance women's professional growth by providing information on coaching, career paths, flexibility and role models;
- Develop new and existing talent;
- Foster the retention and promotion of women especially at officer and mid-management;
- Improve the Bank's ability to attract, develop and retain women from diverse backgrounds; and
- Cultivate leadership competencies.

### Key activities

S/N	Activities	Detailed task
1	Mentoring	<ul style="list-style-type: none"> <li>• Female Mentorship Programme to encourage women to seek top management positions and to help them prepare for such positions;</li> <li>• Coaching sessions that provides candid feedback on development needs; and</li> <li>• Counselling sessions.</li> </ul>
2	Capability development	<ul style="list-style-type: none"> <li>• Identifying growth opportunities such as the development of emotional intelligence to improve competencies;</li> <li>• Identifying and providing in-house training courses to develop leadership capabilities; and</li> <li>• Success planning by defining each woman's concept of success and supporting them in creating a roadmap that will allow them to achieve their selected success.</li> </ul>
3	Annual networking events	<ul style="list-style-type: none"> <li>• An annual network event that will address topics of general interest to women in the bank and enhance their productivity in the Bank; and</li> <li>• Sponsorship of mid-management women and high-potential women to other high-power female networks, for example WimBiz.</li> </ul>
4	Cluster network events	<ul style="list-style-type: none"> <li>• Forums for women to outline challenges encountered in the workplace so they can receive support from other women who have been through similar situations.</li> </ul>

# Environment

We have embarked on environmentally friendly initiatives and we are irrevocably committed to reducing our carbon footprint

Throughout our operations, there is a strong commitment to minimise the Group's impact on the environment

## Our environmental impact

We take our role in supporting the transition to more sustainable uses of natural resources very seriously. The Bank recognises that business growth implicitly depends on a stable future for human society so we support any responsible effort that protects and conserves the environment.

As a financial services group, we have both direct and indirect impacts on society and the environment. In respect of both of these, our goal is to improve the way we use resources and curtail environmental impacts.

**Direct environmental impacts:** Operational areas that involve the management of energy use, paper use, waste management, and procurement.

In managing our direct impact, we have developed systems and processes to reduce our environmental footprint. In addition, we have raised environmental awareness among our Stakeholders, particularly our employees and suppliers. The environmental management system enables us to track and manage environment-related aspects of our operations such as energy, water, carbon emissions and waste management.

**Indirect environmental impacts:** Developing products and services with an environmental dimension, and factoring in the environmental and social risks of the Bank's policies.

We manage our indirect impact by screening corporate banking loans to ensure that the customers we lend to manage the social and environmental risks associated with their activities. We impact directly on the environment in our daily business activities through our consumption of energy.

## Climate change

We advocate a proactive response as tackling climate change will require a concerted effort between government, business and individuals. The impacts of climate change can already be seen and there is no question that climate change will continue to impact our customers and our own operations, which is why the issue is central to our business strategy. The Bank has embarked on new environmentally friendly initiatives and we are irrevocably committed to reducing our carbon footprint.



## Key issues in the marketplace

### Our environmental impact

We are managing both the direct and indirect aspects of our environmental impact.

For further details  
please see page **36**

### Climate change

A range of initiatives are helping to reduce our carbon footprint.

For further details  
please see page **36**

### Sustainable finance

We follow best practice in managing project finance.

For further details  
please see page **38**

### Energy consumption

Managing energy usage is a cornerstone of our aim to become more sustainable.

For further details  
please see page **39**

### Water usage

We are working to reduce our water footprint.

For further details  
please see page **39**

### Business transport

We have utilised our fleet to minimise our carbon footprint in the environment.

For further details  
please see page **39**

### Paper and materials

We are controlling how the Bank consumes paper.

For further details  
please see page **40**

### Environmental, social and corporate governance integration

These considerations remain at the forefront in the Bank's daily life.

For further details  
please see page **40**

### E&S issues in investment and risk management

We organised a pioneering Nigeria Sustainable Finance Week.

For further details  
please see page **40**

### Investor Statement

The Investor Statement on a Global Agreement on Climate Change was originally produced by a group of four investor and finance sector associations: the United Nations Environment Programme Finance Initiative (UNEP FI); the Investor Network on Climate Risk (INCR); the Institutional Investors Group on Climate Change (IIGCC); and the Investor Group on Climate Change/ Australia and New Zealand (IGCC). The statement was issued in 2008 in the run-up to the UN Framework Convention on Climate Change in Copenhagen in December, 2009.

The Bank, as a committed member of the United Nations Environment Programme Finance Initiative (UNEP FI), signed on to the statement at that time to demonstrate the importance that investors attach to a strong, credible and effective global agreement on climate change.

This statement continues today to reflect our own stance as a business on climate change. It outlines in detail what investors are looking for from policymakers in order to allocate capital in a way that supports both the transformation to a low carbon economy and the development of adaptation measures. This includes:

- A binding global target for reducing greenhouse gas emissions, the reductions are informed by the latest available scientific evidence for avoiding dangerous climate change (which suggests that global greenhouse gas emissions must decline by between 50% and 85% by 2050 versus 2000);
- Long- and medium-term emissions reduction targets for developed countries which will be backed up by effective national action plans;
- Contributions from developing countries, initially in the form of national action plans focused on energy efficiency commitment, but with the ultimate aim of absolute emissions reductions;
- Continuity in the legally binding framework underpinning the carbon market and provisions for an expanded and more liquid global carbon market;
- A review, reform, and expansion of the Clean Development Mechanism;
- Clear measures to reverse deforestation and value forests as carbon sinks; and
- A commitment to adaptation in order to prepare for, and respond to, the physical impacts of climate change.

### Carbon footprint management

Projects currently running as part of our footprint management include:

**Paperless processes:** To reduce cumbersome paperwork, we have invested in a 'workstation' software that automates basic bank operations and processes;

**Paper usage:** We have instituted and communicated paper usage policy, which advises staff to avoid printing. However, if necessary, printing should be done on both sides of a paper. Where applicable, paper can be re-used. This has helped reduce paper wastage across the Bank; and

**Energy reduction:** our 8 o'clock shut-down policy and other energy reduction initiatives have seen the Bank make progress in its quest for environmental sustainability.

### Sustainable finance

We manage the potential social and environmental risks associated with our lending and investment by following international standards of good practice, such as the Equator Principles, which apply to project finance.

We are also in the process of developing policies for lending to socially and environmentally sensitive sectors and creating a toolkit to capture transaction impacts/risks, recommend outcomes for risk management approaches, and define monitoring and reporting requirements.

### Equator Principles for project finance

The Equator Principles (EP) Report is a framework to help financial institutions address potential environmental and social risks when providing project finance loans or project finance advisory services. Since adopting the principles in June 2009, we have integrated the principles as a risk management measure when assessing which projects to finance. In addition, we have put in place appropriate procedures that ensure total compliance with the Principles.

### Environmental and Social Risk Management (ESRM) Policy

The Bank has adopted an Environmental and Social Risk Management Policy (ESRM) which includes implementation of the Equator Principles for its transactions and which, through the International Finance Corporation's environmental and social performance standards, addresses issues such as labour and working conditions, community health and safety, land acquisitions and resettlement, and the treatment of indigenous peoples.

Our ESRM Policy requires that all business operations and lending decisions include consideration of risks such as climate change, including the physical risks resulting from extreme weather and other changes. It also covers the impacts of clients' activities on biodiversity, deforestation, air pollution and water pollution. We use our comprehensive ESRM Policy to screen transactions, advise clients, and promote environmentally and socially sound ways of doing business.

The Bank has comprehensively reviewed its ESRM Policy with input from relevant internal and external Stakeholders. This provides the framework, policy and procedures for assessing and managing E&S risk issues within all relevant business activities of the Bank. To this end, we apply the Equator Principles and the IFC Performance Standards to our project finance and other lending transactions across our strategic business units. For loans, debt and equity underwriting, as well as financial advisories and derivative transactions that are project linked, the Bank applies an assessment technique that is broadly consistent with an Equator Principles approach.

The Bank's ESRM procedures comprise 6 distinct components for the management of environmental and social (E&S) risks that emerge in our credit/investment cycle. Each component represents a critical step in the Bank's integrated ESRM approach to the products and services we offer. These components are:

1. Screening;
2. Risk Assessment;
3. Due Diligence;
4. Decision and Documentation;
5. Monitoring; and
6. Reporting.



Access Bank employees

### Inclusion of sector specific policies

Beyond the review of the Bank's ESRM policy, specific policies for higher E&S risk exposure sectors (oil & gas, and cement) have been developed and deployed across the Bank.

### Evaluating project finance proposals

We also use a web-based suite of decision-support tools to enhance the screening of transactions by:

- Providing a framework for the identification and assessment of E&S impacts and risks according to financial product type, sector, client and country;
- Capturing transaction impacts and risks and assessment outcomes as a basis for developing management approaches and reporting across the portfolio (internally and externally); and
- Offering potential solutions to mitigate E&S risks commensurate with the scale of impacts.

In general, the toolkit will help the Bank to reduce the time involved in managing and monitoring risk exposures.

The result is that the Bank's project prospects are now screened for inherent social and environment risks associated with the project and classified under the following, based on the outcome of the risk assessment:

**Category A: High Risk:** Projects with potential significant adverse social or environmental impacts that are diverse, irreversible or unprecedented;

**Category B: Medium Risk:** Projects with potential limited adverse social and environmental impacts that are few in number, generally site specific, largely reversible and readily addressed through mitigation measures; and

**Category C: Low Risk:** Projects with minimal or no social or environmental impacts.

### Energy consumption

The Bank actively manages its energy consumption. We do this as part of our continuing work on making the Bank more sustainable. We are mindful too of the rising cost of electricity in Nigeria.

Our direct energy consumption from primary sources is from the Power Holding Company of Nigeria (PHCN). In 2011, Access Bank consumed about 10,272,021.33 kWh of PHCN power based on a billing tariff of N15/kWh for branches, head office and annexes (compared to 8,888,878.05 kWh in 2010). We also

used about 23,877,600.00 kWh of diesel-generated power based on 75% utilisation of generator-installed capacity. Energy saved due to conservation and efficiency improvements based on the Bank's 8:00 p.m. generator shut-down policy was 2,439,258.66 kWh while 2,984,700 kWh reduction was achieved on indirect energy consumption. Our approach to energy management is to minimise our CO<sub>2</sub> emissions and carbon footprint as much as possible within the confines of our operating environment.

### Water usage

The Bank's water comes from 2 major sources: boreholes and the Government (the state-owned Lagos State Water Corporation). This has a three-fold negative impact: it reduces this limited natural resource; it causes significant greenhouse gas emissions through desalination processes and trucking of water; and it contributes to other undesired vehicle emissions.

Reducing our operational water footprint is part of our environmental strategy to solve the triple negative impact of water and we have put measures in place to report our water usage and how we recycle and discharge water.

### Business transport

The Bank's car fleet is managed by its General Resources Management Group. We are always conscious of the hazards of poor management of our fleet system and have taken steps to minimise its impact on the environment, as follows:

- We provide buses to transport employees within different regions to the Bank's service outlets. This has helped reduce the daily use of personal cars by staff;
- Our cars are constantly maintained and assessed to meet the minimum requirements of roadworthiness. The cars in our fleet are serviced regularly to ensure they produce minimum pollution;
- We dispose of older cars that have deteriorated to the extent that their use may impact negatively on the environment; and
- Our use of video conferencing in the Eastern and Northern regions of Nigeria has impacted hugely on our carbon footprint. Video conferencing has helped to cut our travel costs.

## Access Bank makes a significant contribution to sustainability through its investments. These investments aim to set the highest standards of corporate governance and promote environmentally sound and sustainable development

### Paper and materials

We have long worked on reducing the paperwork involved in our basic banking processes. In previous years, we purchased software that negates the need for paperwork in certain processes. We have communicated to staff our paper usage policy, which includes printing on both sides of a sheet and printing memos on reused paper. Our practice of printing front and back continues for all internal correspondence. The Bank has also outsourced its printing and photocopying to reduce wastage. This initiative also ensures proper monitoring and tracking of printing and photocopying activities throughout the Bank. Paper constitutes some 98% of materials consumed by the Bank.

All the paper we use is manufactured from recycled materials. The Bank consumed about 132,113 reams of paper in 2011, which is approximately 79,268kg at 0.6kg per ream. This compares to about 91,130.45 reams of paper consumed in 2010. The marked increase in the amount of stationery consumed in 2011 was due to the Bank's customer acquisition programme Operation Just Cause and the significant volume of work associated with completing the merger with Intercontinental Bank.

### Environmental, social and corporate governance integration

In 2009, the Bank commenced the strategic integration of Environmental, Social and Governance (ESG) issues into its business operations. The review takes all significant ESG issues into consideration while ensuring that our business operations do not degrade the environment or cause social harm. In 2009, the Bank signed up to the United Nations Global Compact (UNGC) and the Equator Principles (EP). The Bank has continued to bring ESG issues to bear on its operations each year since that time, as follows:

#### 2009

- Signed up to the United Nations Global Compact (UNGC) and Equator Principles (EP); and
- Trained employees in the dynamics of Environmental & Social Risk Management.

#### 2010

- Developed customised sustainable finance toolkit for assessing lending activities, in line with the Equator Principles (EP);
- Undertook capacity building for Nigerian financial institutions regarding techniques and benefits of incorporating

environmental and social considerations into investment and risk management decision-making;

- Conducted Gap Analysis and identified policy, capacity development and reporting approach;
- Conducted Cost Benefit Analysis (CBA) with findings covering identifiable non-financial terms as well as financial terms. These helped in accessing the total expected costs against the expected benefits of implementing ESG considerations in our project financing and other lending activities;
- Customised sustainable finance tool kit to assist in capturing transaction impacts/risks, and determining recommendations as well as reporting requirements of lending activities; and
- Developed policies for the cement and oil-and-gas sectors.

#### 2011

- Initiated and implemented the first-ever *Nigeria Sustainable Finance Week*;
- Initiated the concept of the Nigerian Sustainable Banking Principles;
- Signed joint commitment statement on Nigerian Sustainable Banking Principles with other financial institutions in Nigeria;
- Secretariat to Strategic Sustainability Working Group (SSWG) with responsibility for developing the Nigerian Sustainable Banking Principles;
- Signed joint statement on Nigerian Sustainable Banking Principles with member banks.

### E&S issues in investment and risk management

As part of the Bank's sustainability agenda, a workshop was organised for credit officers, analysts, risk officers, product managers and E&S specialists of the Nigerian financial sector. The workshop focused on the importance, as well as the effective techniques and consequential benefits, of incorporating environmental and social considerations into investment and risk management decision making. This was implemented in partnership with the FMO, IFC, African Development Bank and Proparco. The workshop discussions reached the following conclusions:

- Nigeria's economy creates a specific range of E&S issues to be addressed by its banking sector;
- E&S risk management helps to minimise the harmful E&S impacts in banking;

- E&S impacts represent financial, reputational and legal risks for banks;
- Effectively managing these risks contributes towards the positioning of a financial institution with respect to competitors, clients and capital providers;
- Understanding what lies behind E&S risks can create a foundation for developing products and services that address the E&S issues of clients;
- Setting up an E&S Risk Management System requires the following:
  - Development of E&S policies and procedures which may be general, industry specific, issue specific, country specific. This should also contain an exclusion list
  - Development and implementation of E&S risk assessment tools for clients and transactions
  - Integration of E&S policies, procedures and tools into existing processes
  - E&S due diligence for new and existing clients and transactions
  - Training and engagement of staff at all levels of seniority
  - Measuring, monitoring and reporting E&S performance;
- Through E&S risk management, individual financial institutions can:
  - Differentiate from other institutions
  - Engage with Stakeholders
  - Gain access to capital
  - Improve overall risk management
  - Develop responsible business.



**Jekwu Ozoemene, Managing Director, Access Bank Zambia Limited, Access Bank Plc at the Agric Workshop during the Nigeria Sustainable Finance Week**



**CEO Roundtable at the Nigeria Sustainable Finance Week**

# Supply Chain

Our procurement policies are inclusive and aim to promote sustainable business practices and economic development

**We are seeing good progress in making our supply chain more sustainable**

## Key objectives and goals

The Bank's standard procurement framework facilitates proper assessment of our vendors and enhances our standing in the business community.

We conduct assessments of vendors bi-annually in line with the Bank's policy, examining the following criteria:

1. Track record;
2. Ethical values;
3. Geographical distribution;
4. Quality of service;
5. Price; and
6. Authorised dealership.

## Redflag

Redflag is an indication that the vendor's service is not up to standard and needs to be monitored over the subsequent appraisal period.

However, if there are no changes after a series of letters and meetings, which will indicate the vendor is facing challenges maintaining its contract, a recommendation will be made to management to remove the supplier from the Bank's official vendor list.

## Spending tracking system

The Bank purchased software which integrates project budgeting, purchase orders, invoices, labour, and material tracking with the Work Order/Work Request System. Currently, requisitions for items are routed via this system. This will enable the Bank to track its procurement spend as well as provide analysis, which will aid future planning. The aim is that in the next 2 years the Bank's entire procurement process will be fully automated. In addition, the Bank's Operational Risk Management Unit also conducts due diligence on vendors to ensure they meet the Bank's standards and requirements. The Bank also sets KPIs for vendors and ensures that they comply with these.





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### Engaging suppliers

Vendors are engaged through the following means:

1. Quarterly meetings;
2. Site visits; and
3. An invitation to our Annual General Meeting.

### Quarterly meetings – agenda

1. Vendor's performance and improvement;
2. Bank's performance;
3. Payment terms; and
4. CSR issues:
  - Child labour;
  - Business ethics;
  - Eco friendly equipment; and
  - CSR activities.

# Communities

## Access Bank is changing lives and impacting communities through its social investments

The Bank focuses on Health, the Arts, Education, Environment, and Sports. It engages with relevant Stakeholders to address community issues while encouraging employees to contribute ideas, skills and resources through its Employee Volunteering scheme.

### The fight against AIDS, TB and malaria in Sub-Saharan Africa

In terms of AIDS, TB and malaria, sub-Saharan Africa remains the worst-affected region in the world, hosting two-thirds of the total number of people infected by the triple pandemic. People aged between 15 and 24 are among the hardest hit, with this section of the population reporting the greatest number of new infections. Since this same demographic represents the future workforce of African economies, the triple pandemic poses a serious threat to Africa's economic growth.

The impact of AIDS, TB and malaria on the private sector is particularly complex. The short-term and long-term business costs are inevitably high since they reduce consumption, profits, tax revenue and investment, result in shrinkage of intellectual capital, institutional memory and business contacts/networks, and affect the quality of essential services.

Best conducted as a partnership between government, private sector, and labour organisations, the fight against AIDS, TB and malaria is clearly for the public good as the pandemic can significantly affect social and economic development. The Bank has been at the forefront of the private sector response through a number of initiatives that address the United Nations Millennium Development Goal 6 – Combating HIV/AIDS, Malaria and other diseases.

Specific initiatives have involved capacity building, education about disease prevention, treatment, care and support, as well as communications and networking in all the countries in which the Bank operates. These have sought to reduce the effect of the pandemic on employees, their families, supply chains, clients and society in general. The Bank strongly believes that with adequate information, people can be helped to understand the diseases, so that they in turn prevent transmission and ultimately become non-discriminatory towards other people living with HIV/AIDS.

## Key issues in the marketplace

### The fight against AIDS, TB and malaria in sub-Saharan Africa

We are at the forefront of the private sector response to this triple pandemic.

For further details please see page **44**

### Health education in the workplace

The Bank has delivered success in health training to thousands of SMEs across Africa.

For further details please see page **45**

### Community engagement with deforestation

Our tree-planting campaign is spurring students to take action.

For further details please see page **46**

### Employee volunteering

Our employees show real passion when it comes to serving their local communities.

For further details please see page **48**





Over 1,600 students from 40 secondary schools were inspired to reduce CO<sub>2</sub> emissions in their schools, at home and throughout their local communities



Facilitator at the Bank's SME Workplace Policy Programme

Highlights of our work:

- In addressing the triple pandemic, the Bank has been able to reach about 400,000 people with relevant prevention and treatment information via platforms such as its website, ATMs, talk-shops and community outreach programmes; and
- Currently, Access Bank is partnering with the Discovery Channel Global Education Partnership (DCGEP) on the production of a prevention and educational film entitled *Inside Story – The Science of HIV/AIDS*. A comprehensive, multi-year distribution strategy will help the film to reach as many as 300 million people.

**Health education in the workplace**

Working in partnership with Friends of the Global Fund Africa in the last quarter of 2011, the Bank conducted a workshop series that trained 1,250 small and medium enterprises (SMEs) in developing workplace policy and programmes on AIDS, TB and malaria. The training was conducted in Zambia, Rwanda, Nigeria and Ghana. These SMEs will help some 22,500 employees and 90,000 of their dependents in making informed behavioural and medical choices that help prevent the spread of the triple pandemic. The four-country workshop series follows the inaugural programme in Nigeria.

In a continent where one-third of SMEs expect AIDS, TB and malaria will have a negative impact on their business in the coming year, the workshop series is a powerful way of helping African business. This initiative gives African companies the tools they need to address the 3 pandemics with the aim of mitigating the worst effects and promoting a strong African private sector. Delegates expressed strong appreciation for the aims and content of the workshop series.

Students reading through the Bank's HIV/AIDS brochure during the school education programme



## Participants at the SME Workplace Policy Programme Workshop learnt about the statistics on HIV/AIDS, TB and Malaria in their countries as well as the qualitative and quantitative impacts these diseases have on the African workforce and workplace

### Policies and implementation

The workshops taught participants about workplace policies and how to implement them. Delegates learnt about the statistics on HIV/AIDS, TB and malaria in their countries, as well as the qualitative and quantitative impacts these diseases have on the African workforce and workplace. They studied how appropriate, evidence-based workplace policies can manage and mitigate the impact of the 3 diseases and heard how government, NGOs and other private sector organisations can support Zambian, Rwandan, Nigerian and Ghanaian businesses in fighting these pandemics. The workshops also looked at the cultural barriers to addressing AIDS, TB and malaria, with a focus on the cultural values around these 3 diseases and how to overcome stigma and involve men further in family health.

### Technical partners

Key technical partners involved in the workshop are:

- Global Business Coalition for Health (GBCHealth);
- Nigeria Business Coalition Against AIDS;
- Ghana Business Coalition Against AIDS;
- Rwanda Biomedical Centre;
- Zambia National AIDS Council;
- National Agency for the Control of AIDS (NACA) Nigeria;
- National Malaria Control Programme, Ghana;
- Lagos State AIDS Control Agency;
- Zambia Federation of Employees;
- Rwanda Private Sector Federation; and
- Ghana AIDS Commission.

### Lusaka, Zambia

The workshop was held on 17 October in the Intercontinental Hotel and was opened by the Honourable Deputy Minister of Health, Dr Patrick Chikusu. Other dignitaries included Ms Omobolanle Babatunde, Head of CSR, Access Bank, Mrs Mukwandi Chibesakunda, CEO of Access Bank Zambia, Bishop Joshua Banda, the Chairman of the National HIV/AIDS/TB/STI Council (NAC), and Ms Patience Sakuringwa, Executive Secretary of the Zambia Chamber of Small and Medium Business Associations.

### Kigali, Rwanda

In Rwanda, the workshop took place at the Serena Hotel, Kigali on 21 October. The Director General of Centre National de la Lutte contre le SIDA (CNLS), Dr Anita Asimwe, opened proceedings with a speech on behalf of Rwanda's Honourable

Minister of Health, Dr Agnes Binagwaho. Also attending were Mr Faustin Mbundu, the Chairman of the Rwanda Private Sector Federation, Ms Omobolanle Babatunde, Head of CSR at Access Bank, Mr Jackie Kayitshonga of Access Bank Rwanda, and Mr Richard Kasesela, the President of the Pan-African Business Coalition.

### Lagos, Nigeria

Workshops were held in 4 locations at Victoria Island, Ikeja, Yaba and Apapa. At the opening ceremony in Victoria Island on 2 November, dignitaries included the First Lady of Lagos State, Mrs Abimbola Fashola, Mrs Bukky Holloway, CEO of Access Bank, Ms Omobolanle Babatunde, Head of CSR at Access Bank, and Dr Akudo Anyanwu Ikemba, CEO/Founder Friends of the Global Fund Africa. Also present at the opening ceremony were Dr Tolu Arowolo, who stood in for the Country Director of the World Health Organization, Mr Effiong Eno, representative of the Director General of the National Agency for the Control of AIDS, Mr Olusina Olulana, Executive Secretary of the Nigerian Business Coalition against AIDS, and Lagos State Agency for the Control of AIDS.

### Accra, Ghana

The workshop took place on 22 November at the Holiday Inn, Accra Airport. It was attended by Hon. Joseph Yileh Chereh, The Honourable Minister of Health, Dr Akram Ali Eltom, Director, Partnerships Unit (The Global Fund), Dr Richard Amenya from Ghana AIDS Commission, Mr Yomi Akapo, Managing Director, Access Bank Plc Ghana, Dr Derek Aryee of the Ghana Business Coalition, Dr Constance Bart-Plange, National Malaria Control Programme, and Mr Austin Edoja-Peters, Head, Corporate Communications, Access Bank Plc.

### Tree planting – Going Green, Beyond Words

The Bank is partnering with Idea Builders Initiative in support of a nationwide tree planting campaign called "Going Green, Beyond Words". The aim is to inhibit global warming and protect the environment from deforestation and encroachment of deserts. The campaign commenced in 2009 and the Bank is now seeking to take this initiative across Nigeria and on into other parts of Africa, and to mobilise young people to take ownership of the programme. In 2011, the campaign focused on 2 states in Nigeria: Niger State in the north central geopolitical zone, and Sokoto State, a frontline state in the north west geopolitical zone. During the year under review, more than 2,000 trees were planted while over 1,600 students from 40 secondary schools were inspired to reduce CO<sub>2</sub> emissions in their schools, at home and throughout their local communities. Highlights of the programme include:

Right: Dr Olusina Olulana, CEO, Nigeria Business Coalition Against AIDS, Julie M. Cege, Program Manager – Business Networks Development, GBCHealth Kenya, Omobolanle Babatunde, Head, Sustainability, Access Bank (4th left); Mrs Bukky Holloway, representing First Lady of Lagos State, Mrs Abimbola Fashola; Dr Akudo Anyanwu Ikemba, CEO/ Founder Friends Africa and participants at the SME Workplace Policy Programme Workshop Nigeria (from left to right)



Right: Cross section of participants at the SME Workplace Policy Programme Workshop



Right: Dr Olusina Olulana giving a certificate of participation to a participant at the SME Workplace Policy Programme Workshop



Left: Participant receiving certificate of participation from Julie M. Cege, Program Manager – Business Networks Development, GBCHealth Kenya

Right: Participant asking a question during the SME Workplace Policy Programme Workshop Zambia



Above: Breakout session during the SME Workplace Policy Programme Workshop in Nigeria



Left: Participants presenting the HIV/AIDS, TB and Malaria Workplace Policy developed by their respective Groups at the SME Workshop

We believe that tapping into the passion and expertise of employees is one of the most important ways we can create positive change in the communities we serve

## Train the Trainers (TOT) Workshops

The TOT Workshops were held in mid 2011 and shared the objectives of Going Green, Beyond Words with over 80 representatives from partner schools. They in turn completed 6 briefing sessions for a highly enthusiastic audience of 1,600 students from each of the 40 partner schools.

## Students focus group meeting and inauguration of the Green Club

The student focus group meeting provided a platform to educate students about the campaign's aims, to increase their awareness of environmental sustainability, and to encourage schools to take ownership of the programme. The schools also established Green Clubs.

## Programme launch

The initiative was formally launched in Minna, Niger State on Thursday, 30 June, 2011 and in Sokoto, Sokoto State, on Thursday, 7 July, 2011.

### *Niger state*

The event was held at Day Secondary School B, Chanchaga, Minna, Niger State on 30 June, 2011 and was attended by over 200 people. The Niger State Executive Governor, represented by Dr Mammud Mohammad, Permanent Secretary, Ministry of Education, gave a keynote address. The speech was followed by remarks from key Niger State government officials including: Mrs Fati Abdullahi, Director of Educational Services; Dr (Mrs) H. N. Muhammad, Permanent Secretary, Ministry of Environment; Aliyu Muhammad, Director of Forestry; Alh. Balarabe Musa, the representative of the Permanent Secretary, Ministry of Youth Affairs and Strategy.

This was followed by presentation of tree planting tools to representatives of the 20 participating schools, with dignitaries planting trees at the school premises. The students of Day Secondary School B, Chanchaga, Minna – the host school – also performed a drama piece. The event concluded with a closing speech by the Principal of the School.

Dignitaries at this event included: Mr Idris Muhammad, Director of Ecology; Alh. Bala Musa, representative of the State Director, National Orientation Agency; Mr Mallam Sherif Ibrahim, State Coordinator, National Environmental Standard and Regulation Enforcement Agency (NESREA); Dr Mahmud Mohammed, Permanent Secretary, Ministry of Education; and Mr Yusuf Ndako, State Coordinator, Niger State Agency for Mass Education.

### *Sokoto state*

The formal launch of the project in Sokoto State was attended by some 200 people including government officials, officials from participating schools, students and Access Bank staff. Opening remarks were read by Mustafa Aliyu, the Relationship Manager, Sokoto Branch of Access Bank. The Executive Governor of the state, who was out of the country, was represented by Alhaji Abubakar Mohammed Dan-Shehu Permanent Secretary, Ministry of Environment. Keynote addresses were delivered by Mr Adeniyi Adeleye of Idea Builders Initiative, and Dr Buhari Bello Kware, Permanent Secretary, Ministry of Science and Technology, Sokoto State.

After the speech and opening remarks, the following officials participated in the tree planting: the representative of the Governor, Alhaji Abubakar Mohammed Dan-Shehu; Dr Buhari Bello Kware, Permanent Secretary, Ministry of Science and Technology, Sokoto. Ahmad Bala Allu, Deputy Director, Senior Secondary, Representative of the Honourable Commissioner, Ministry of Education, Sokoto; Mustafa Aliyu, Relationship Manager, Access Bank; and the representative of the Sultan, Abubakar Maccido, from the Sultanate Council.

Other dignitaries at this event included: Salisu A. Shehu, Director of Forestry, Ministry of Environment; Nana S. Baura, Ministry of Science and Technology; Yakub Alhassan Abdul, CEO Senior Secondary, Ministry of Education; Ibrahim Idris, Assistant Director, Ministry of Science and Technology.

## Employee volunteering

The Bank encourages employees to become actively involved in volunteering. Activities can involve supporting school programmes, coaching local youths, teaching financial education or serving on the board of a non-profit organisation. We believe that tapping into the passion and expertise of employees is one of the most important ways we can create positive change in the communities we serve. Employee volunteering significantly enhances the impact and social value of our investments.

Right: Participants queuing up to take the free cervical and breast cancer test



Right: Refurbished library at the Herbert Macaulay Girls School



Right: Volunteers from the Enterprise Business Support Group at the UNICEF Fundraising Football Tournament aimed at support efforts geared at assisting children infected and affected by HIV/AIDS



Left: Cross Section of Participants at the Cervical Cancer Symposium

Right: Employees from the Bank's Internal Audit Unit awarding gifts to the best student of the Wesley School of the Hearing Impaired



# Communities continued



Above: Going Green, Beyond Words, Tree Planting initiative

Right: Going Green, Beyond Words, Tree Planting initiative



## Community investment data

### Enterprise Development

Public Policy And Governance Workshop	15,000,000.00
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International Conference On Challenges Of Terrorism/Centre For Criminal Justice Reform & Citizen Awareness	5,000,000.00
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<b>Sub-Total</b>	<b>20,000,000.00</b>
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### Education & Enterprise

Fate Foundation Business Plan Competition	1,000,000.00
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<b>Sub-Total</b>	<b>1,000,000.00</b>
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### Health

"Gift From Africa" Initiative	51,999,898.50
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SME Workplace Policy Programme	31,937,255.04
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2011 World AIDS Day	810,000.00
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Nigeria Business Coalition Against AIDS	1,200,000.00
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Kendra Johnson Foundation	500,000.00
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Discovery Channel Global Education Partnership	15,650,000.00
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National Agency For The Control Of AIDS	14,500,000.00
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Pink Pearl Foundation	2,000,000.00
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Bloom Cancer Care And Support Centre	1,000,000.00
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Maria Sam Foundation	5,000,000.00
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Yakubu Gowon Foundation	2,000,000.00
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<b>Sub-Total</b>	<b>126,597,153.54</b>
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### Environment

Environment & Social Risk Capacity Building Workshop	4,020,950.00
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Going Green, Beyond Words Tree Planting Initiatives	10,780,000.00
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Nigeria Sustainable Finance Week	17,264,400.00
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Go Green Publication	100,000.00
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<b>Sub-Total</b>	<b>32,165,350.00</b>
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### Social Welfare

Improving Road Access in operating environment	200,000.00
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Women For Change Development Initiative And A. Aruera Reachout Foundation	30,000,000.00
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<b>Sub-Total</b>	<b>30,200,000.00</b>
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<b>Grand Total</b>	<b>209,962,503.54</b>
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Here are a few examples of Access Bank's Employee Volunteer Initiatives:

S/N	Programme/ Initiative	Business unit/ Group responsible	Name of organisation(s)/ community benefiting from contribution	Details of initiative	Implementation partners (if any)	Types and Number of Beneficiaries
1	<b>School Adoption Programme</b>	Group Compliance and Internal Control	Ladipo Primary School	A 3 year school adoption project. In 2011, the Group embarked on an electrification of the Ladipo Primary School administrative block and a computer laboratory was set-up at the school with the donation of 5 computer systems. In addition, a tutor has been assigned to teach the students basic Microsoft office application.	None	Over 200 students and staff of the Ladipo School
2	<b>Cervical Cancer Health Campaign</b>	Group Treasury	Less privileged with particular focus on women	<p>The programme entails cervical cancer publicity and awareness through e-mails, social media webpages (such as facebook and twitter), flyers, one on one interaction; and symposia on cervical cancer amongst others.</p> <p>The 2011 programme witnessed attendance of 350 participants that included representatives from more than 100 schools in Lagos State with not less than 5,000 students in their circle of influence and local government workers who have direct influence on host communities. In the course of the seminar, participants were well educated and encouraged to pass on the awareness on the deadly disease to others.</p> <p>Teachers who could not attend the seminars have the opportunity of visiting to the clinic for a free test and treatment.</p> <p>335 women participated in the screening, 7 of these women tested positive to human papillomavirus (HPV). These women are currently undergoing free treatment at the George Kerry Life Foundation Clinic at Ikeja.</p>	George Kerry Life Foundation	The 2011 programme witnessed attendance of 350 participants and 335 women participated in the screening

# Communities continued

S/N	Programme/ Initiative	Business unit/ Group responsible	Name of organisation(s)/ community benefiting from contribution	Details of initiative	Implementation partners (if any)	Types and Number of Beneficiaries
3	<b>Mind The Gap Mentoring Project</b>	Branch Services Group	National Youth Service Corps	<p>This project is been implemented in partnership with a Non-Governmental Organisation, E-Green Services. In July, 2011 Branch Services provided the sum of N1 million to further the course of the initiative.</p> <p>Members of staff also participated and presented at the quarterly Career Mentoring Session titled LEAPFROGGING NIGERIA GRADUATES TO GLOBAL RELEVANCE &amp; GAINFUL EMPLOYMENT THROUGH ICT &amp; SOCIAL ENTREPRENEURSHIP.</p> <p>This held at the NYSC camp, Lagos and over 5,000 NYSC Corps members were in attendance.</p> <p>Thereafter, monthly goals were assigned to participants. This is designed to move protégés from the awareness to Mastery level.</p>	e-Green	Over 5,000 NYSC Corps members were in attendance
4	<b>Support for Orphan and Vulnerable Children (OVC)</b>	Global Trade	Orphan and vulnerable children affected by HIV/AIDS	The initiative provides support for orphan and vulnerable children (OVC) and youth at risk given that their caregiver are dead or infected with HIV/AIDS. The programme comprises of mentoring and educational/health support for children and youth between the ages of 10-21.	Hope Worldwide	Over 130 orphans and children were reached
5	<b>The Future of Our Youth; Our Passion</b>	Central Processing Centre Group	Herbert Macaulay Senior Girls Grammar School	The CPC Group refurbished the Herbert Macaulay Senior Girls Grammar School library. This included the renovation of the library space with the provision of good quality furniture, books and computers.	Change-A-Life Foundation	Over 810 students are beneficiaries
6	<b>Preparing Leaders &amp; Grooming Talents</b>	Economic Intelligence/ Group Market Risk	Youths and teacher empowerment	<p>The broad objectives of the initiative includes mentoring and skill acquisition, renovation of school infrastructures and empowering teaching staff.</p> <p>The Group's intervention for 2011 include the repair of the school water system, upgrade of the restrooms and refurbishment of Home Economics and Biology laboratories.</p>	None	Over 195 beneficiaries in all

S/N	Programme/ Initiative	Business unit/ Group responsible	Name of organisation(s)/ community benefiting from contribution	Details of initiative	Implementation partners (if any)	Types and Number of Beneficiaries
7	<b>A-Word-A-Day</b>	TQM	Olomu Primary School	<p>This a mentorship programme that combines 3 aspects of community intervention: mentoring, teaching and infrastructural intervention.</p> <p>Members of the Team will dedicate 35 minutes of their time every Thursday for a 5 month period to assist students in primary school learn how to read. There would also be periodic quiz competitions to access and measure the impact of the initiative.</p>	Centre for Societal Transformation	500 students were reached
8	<b>Economically Disadvantaged Schools in Rivers State</b>	Commercial Banking Group, Port Harcourt	Community Secondary School, Abuloma	<p>The aim of this initiative is to bridge the Literacy and Digital divide by using ICT to foster life-long learning and hands-on education for children and youth.</p> <p>This project is dedicated to providing free learning opportunities to children and youth in resource-challenged schools within rural communities. The objective is to equip disadvantaged children (10-17 years old) with the knowledge and skills they require for their personal and academic success.</p> <p>The focus of this initiative is three-fold:</p> <ul style="list-style-type: none"> <li>• ICT based learning/Digital learning to be globally competitive;</li> <li>• Vocational skills training to enhance income generating options with a view to reducing poverty; and</li> <li>• Leadership development with inclination to civil and moral education, service to humanity by way of volunteering and giving back as well as building strong character.</li> </ul>	MIND Foundation	Over 450 children and youths were reached
9	<b>Girl Child Education</b>	CCBG Lagos Island/Victoria Island and Ikoyi Super Region	Girls Senior Secondary Grammar School	For 2011, the Group equipped the Science Laboratory as well as provided an ICT laboratory to enable student have access to the internet and aid learning.	None	420 students of Girls Senior Secondary Grammar School
10	<b>Your Positive Impact Can Keep Newborn Babies HIV-Negative</b>	GEM & Wealth Management	Less privileged with particular focus on women living with HIV and their children	<p>The Group sponsored 20 HIV-Positive Antenatal Mothers deliver HIV-Negative babies with proper intervention.</p> <p>This was done through the provision of Prevention of Mother to Child Treatment; At-Birth Treatment and Infant and New Mother medication to significantly reduce the chances of HIV transmission from mother to child.</p>	Tulsi Chanrai Foundation	20 HIV-Positive antenatal mothers were sponsored
11	<b>Improving the Quality of Life</b>	Credit Risk Management	Ibeju Lekki Community Primary School	The project entails the renovation of the community primary school building which involved repair of damaged roof covering, re-flooring of classrooms, plastering and painting of the building.	None	240 students were reached

# Communities continued

S/N	Programme/ Initiative	Business unit/ Group responsible	Name of organisation(s)/ community benefiting from contribution	Details of initiative	Implementation partners (if any)	Types and Number of Beneficiaries
12	<b>"Fulfilment" Capacity Building for Indigent Entrepreneur</b>	IT Group	Indigent Entrepreneurs	<p>The initiative intends to reduce poverty among indigent entrepreneurs in the society and help build capacity of this class of people to lead growing and sustainable small scale businesses.</p> <p>The project is implemented in 3 phases which comprises funding, training and monitoring. The indigent entrepreneurs will be provided with seed capital to build the foundation and grow their business and provide employment for others. Thereafter adequate capacity building workshops and follow-up will be conducted.</p>	Thisday Newspaper Limited	About 620 entrepreneurs benefited from the initiative
13	<b>Adopt-A-School</b>	FINCON	Methodist Boys High School	<p>This project entails:</p> <ul style="list-style-type: none"> <li>• Equipping of physics laboratory;</li> <li>• Equipping of computer laboratory;</li> <li>• Equipping of library with books and establishment of an e-library in the school; and</li> <li>• Mentorship/counselling on career development.</li> </ul>	None	Over 900 students and staff of the Methodist Boys High School
14	<b>Physically Challenged</b>	Internal Audit	Wesley School of the Hearing Impaired	<p>The initiative was selected as a result of the Group's strategic aim of supporting people who are physically challenged, in a bid to encourage them academically.</p> <p>The Group undertook the following projects in the school:</p> <ul style="list-style-type: none"> <li>• Career talk on the topic "Quest for Excellence" during the prize giving day/graduation ceremony of the school;</li> <li>• Refurbishment of the School's Medical Centre and the provision of medical equipment; and</li> <li>• Provision of prizes for the best graduating students of the school.</li> </ul>	None	25 affected individuals
15	<b>Empowering the Girl Child</b>	Institutional Banking Group	Girls Senior Secondary Grammar School, Ikoyi	<p>This initiative is designed to primarily support the increase of educational opportunities to the Girl Child.</p> <p>The beneficiary school is an all-female school that had dilapidated classroom structures and absence of toilets. This initiative is implemented in 2 parts: provision of school furniture and revamping of school building.</p>	None	About 500 students will be positively affected when the project is completed

# GRI Data Table

GRI indicator	Description	Report reference	Pages
<b>Strategy and analysis</b>			
1.1	Group Chairman's Statement	Group Chairman's Statement	4
	Group Managing Director's Statement	Statement from the Group Managing Director/Chief Executive Officer	5
1.2	Description of key impacts, risks and opportunities	Risks and opportunities	12
<b>Organisational profile</b>			
2.1	Name of reporting organisation	About this Report	1
2.2	Major brands, products and services	Our Business at a Glance	6-8
2.3	Operational structure	Our Approach to Sustainability	14-15
2.4	Location of organisation's headquarters	Corporate Directory	62
2.5	Countries of operation	Corporate Directory	62
2.6	Nature of ownership	Comprehensive Services	6
2.7	Markets served	Comprehensive Services	6
2.8	Scale of organisation	Comprehensive Services	6
2.9	Significant changes	Executive summary	2-3
2.10	Awards received	Awards and recognition	11
<b>Report parameters</b>			
3.1	Reporting period	About this Report	1
3.2	Date of most recent previous report	About this Report	1
3.3	Reporting cycle	About this Report	1
3.4	Contact person	Contact information	77
3.5	Defining report content	About this Report, Assurance Statement and commentary	1, 60-61
<b>Report scope and boundary</b>			
3.6	Boundaries of the report	About this Report	1
3.7	Limitations on report scope	About this Report, Assurance Statement and commentary	1, 60-61
3.8	Basis for reporting on joint ventures	About this Report	1
3.10	Re-statements of information	Assurance Statement and commentary	60-61
3.11	Significant changes	Executive Summary	2
<b>GRI content index</b>			
3.12	Table identifying the location of the following: <ul style="list-style-type: none"> <li>• Strategy and Analysis 1.1 – 1.2;</li> <li>• Organisational Profile 2.1 – 2.10;</li> <li>• Report Parameters 3.1 – 3.13;</li> <li>• Governance, Commitments, and Engagement 4.1 – 4.17;</li> <li>• Disclosure of Management Approach, per category;</li> <li>• Core Performance Indicators;</li> <li>• Any GRI Additional Indicators that were included; and</li> <li>• Any GRI Sector Supplement Indicators included in the report.</li> </ul>	GRI content index	55-58
<b>Assurance</b>			
3.13	Assurance	Assurance Statement and Commentary	60-61
<b>Governance, commitments and engagement governance</b>			
4.1	Governance structure	Governance	14-15
4.2	Whether Chair is also an Executive Officer	Governance	14-15
4.3	Numbers of members that are independent and/or Non-Executive Board members	Governance	14-15

# GRI Data Table

continued

↓ GRI indicator	↓ Description	↓ Report reference	↓ Pages
4.4	Mechanisms for Shareholders and employees to feedback to highest governance body	Governance	14-15
4.6	Processes in place for the highest governance body to ensure conflicts of interest are avoided	Governance	14-15
4.8	Internally developed statements of mission and their status	Executive Summary; Group Chairman's Statement; Statement from the Group Managing Director, our approach to sustainability	2-5, 10
4.9	Procedures of the highest governance body for overseeing the organisation's identification and management of economic, environmental and social performance	Sustainability Governance	15
4.10	Processes for evaluating the highest governance body's own performance, particularly with respect to economic, environmental, and social performance	Governance	15
<b>Commitments to external initiatives</b>			
4.12	Externally developed economic, environmental and social charters, principles, or other initiatives to which the organisation subscribes or endorses	External Initiatives	20-21
4.13	Memberships in associations (such as industry associations) and/or national/international advocacy organisations in which the organisation has positions in governance bodies and participates in projects or committees	External Initiatives	20-21
<b>Stakeholder engagement</b>			
4.14	List of Stakeholder groups engaged by organisation	Stakeholder engagement	18-19
4.15	Basis for identification and selection of Stakeholders with whom to engage	Stakeholder engagement	18-19
4.16	Approaches to Stakeholder engagement, including frequency of engagement by type and by Stakeholder group	Stakeholder engagement	18-19
4.17	Key topics and concerns that have been raised through Stakeholder engagement, and how the organisation has responded to those key topics and concerns, including through its reporting	Stakeholder engagement	18-19
FS4	Process(es) for improving staff competency to implement the environmental and social policies and procedures as applied to business lines	Our approach to sustainability	10-21
<b>Economic performance indicators</b>			
<b>Goals and performance</b>			
<b>Aspect: Economic performance</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	Value added statement; distribution of economic benefit and key facts	9, 50
EC2	Financial implications and other risks and opportunities for the organisation's activities due to climate change	Environmental sustainability	36-41
EC3	Coverage of the organisation's defined benefit plan obligations	Distribution of economic benefit and retirement benefits	30-35
EC4	Financial assistance from the Government	Not applicable	

↓ GRI indicator	↓ Description	↓ Report reference	↓ Pages
<b>Aspect: Market presence</b>			
EC5	Range of ratios of standard entry level wage compared to local minimum wage	Benefits to full time employees	35
EC6	Policy, practice and proportion of spending on locally based suppliers	Supply chain; distribution of economic benefit	42-43
EC7	Procedures for local hiring	Procedure for local hiring; recruitment criteria	42-43
<b>Environmental performance indicators</b>			
<b>Goals and performance</b>			
<b>Aspect: Materials</b>			
EN1	Materials used by weight or volume	Environment	38-41
<b>Aspect: Energy</b>			
EN3	Direct energy consumption by primary energy source	Environment	38-41
EN4	Indirect energy consumption by primary source	Environment	38-41
EN5	Energy saved due to conservation and efficiency improvements	Environment	38-41
EN7	Initiatives to reduce indirect energy consumption and reductions achieved	Environment	38-41
<b>Aspect: Products and services</b>			
EN26	Environmental impact initiatives	Environment	38-41
EN27	Percentage of products and packaging reclaimed	Not applicable	
<b>Aspect: Compliance</b>			
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<b>Aspect: Transport</b>			
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# Assurance Statement and Commentary

## Assurance statement

Access Bank has commissioned Corporate Citizenship to provide external assurance and a commentary solely on its Corporate Social Responsibility Report 2011.

## The scope of our assurance

The assurance provides the reader with an independent, external assessment of the report and, in particular, with how it corresponds with the AA1000 standard. It is intended for the general reader and for more specialist audiences who have a professional interest in Access Bank's responsibility and sustainability performance.

Access Bank has chosen to use the iteration of the AA1000 assurance standard AA1000AS (2008). Our assurance is a Type 1 assurance as defined by the standard, in that it evaluates the nature and extent of adherence to the AA1000AS principles of inclusivity, materiality and responsiveness and assures the behaviour of the organisation as reported here. Our assurance used disclosed information as its starting point and then investigated the underlying systems, processes and sustainability performance information to arrive at its conclusions. Our assurance has been informed by the GRI G3 Principles for Defining Report Content and Quality.

The level of assurance offered is moderate as defined by AA1000AS (2008). That is to say, our work obtained sufficient evidence to support the statement that the risk of our conclusion being in error is reduced.

Access Bank is entirely and solely responsible for the contents of the report, Corporate Citizenship for its assurance.

A detailed note of our assurance methodology appears at the end of this statement.

## Opinion and conclusions

In our opinion the Access Bank CSR Report reflects the principles of AA1000 (2008): inclusivity, materiality and responsiveness.

In our commentary we review the report against each of these principles separately. We also provide feedback that can help Access Bank and its stakeholders identify where reporting can be strengthened in future.

## Commentary

This is Access Bank's fourth full CSR Report. The Company has made important progress in its approach to CSR over the last four years. It is evident that CSR is a top priority for the Bank, and there is a strong commitment from senior management to drive the sustainability agenda forward, in line with international best practice. Access Bank has put in place a governance structure for managing CSR, and the work to further embed the CSR strategy across the organisation is on-going.

The report reflects both achievements and areas for improvement. Among its highlights, Access Bank initiated the Nigeria Sustainable Finance Week and the Strategic Sustainability Working Group. This, and other initiatives and engagement in external activities, shows the Bank's important role in driving sustainability forward in the Nigerian banking sector. Access Bank recognises that in order to achieve long-term and sustainable change, an industry wide approach is crucial.

The report also touches upon challenges, in particular the findings from the employee survey, where a range of issues and concerns are described. We believe that it is crucial to provide a balanced picture of achievements and challenges, risks and opportunities, in a transparent way.

A major change from last year is the adoption of a new vision, mission and values for Access Bank. We believe that a discussion of the background and reason for this change, and its implications on the implementation for the CSR strategy would strengthen the report.

Access Bank continues prioritising community involvement. This year's inclusion of community investment data, broken down in specific activities, gives the reader an understanding of the extent of the Bank's community support.

It is evident that Access Bank wants to make progress on CSR, following global best practice. The Bank keeps on driving performance by building strategic partnership and adhering to a number of external initiatives and best practice standards, including UNPRI, LBG and the Equator Principles.

Our comments in relation to the three principles of AA1000 are as follows:

### **Inclusivity: Does the organisation accept a responsibility to those on whom it has an impact? Does it involve Stakeholders in developing a strategic approach to corporate responsibility and sustainability?**

In our view, the report displays Access Bank's adherence to the AA1000 principle of inclusiveness.

Access Bank prioritises its responsibilities to its key Stakeholders. As in previous years, the bank has clearly structured the report around its Stakeholders, reporting on the impact it has on these groups.

The report clearly lists key stakeholders and provides examples on ways and mechanisms of engagement and main issues covered. As recommended in last year's statement Access Bank should formalise the role of Stakeholder engagement in strategy development going forward, and we repeat the recommendation again. One way of doing this could be to engage a panel of relevant Stakeholders that could provide on-going and strategic input and advice on the CSR strategy moving forward.

# Assurance Statement and Commentary

## continued

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While Nigeria remains the key market for Access Bank, it operates across ten countries. Last year's statement recommended the Bank to include further details on its activities and operations in other markets, as it would give the reader a better sense of the bank's activities, customers and the competitive landscape. Although the information on other markets has expanded this year, the majority of examples, facts and data included in the report continue to refer to Nigeria alone.

### **Materiality: What are the issues that really matter to the organisation's sustainability performance ("material issues")? How does the organisation identify these issues?**

In our view, the report displays Access Bank's adherence to the AA1000 principle of materiality.

The report covers Access Bank's core material issues in a clear way. The Bank defines materiality according to the GRI (G3) guidelines definition, and with reference to both internal and external factors. However, future reporting would benefit from including further detail on the process and methods applied for determining material issues. For example, a specific 'Determining Materiality' sub section or even a matrix could be included, to facilitate the reader's understanding of the process.

Access Bank reports on its main environmental impact areas, notably energy use, fuel consumption, water, waste and transport. Last year's statement recommended the Bank to expand reporting in this area, including further detail on environmental strategy, goals, and performance data. This year's report has added a section on climate change, which is a good start towards improved reporting in this area.

### **Responsiveness: Does the organisation respond to stakeholder issues that affect performance through its actions and communications?**

In our view, the report displays Access Bank's adherence to the AA1000 principle of responsiveness.

The report contains evidence that Access Bank uses feedback from stakeholder engagement to form its approach going forward. However, Access Bank could further highlight how new policies and practices are developed in response to stakeholder feedback. For example, what role did Stakeholders play in the development of the new mission, vision and values?

Access Bank is playing a significant role in driving sustainable banking in Nigeria forward through active involvement in various platforms and a range of external initiatives. For example, the Bank initiated the Nigeria Sustainable Finance week, which led to the signing of a Joint Commitment Statement on Nigeria Sustainable Banking Principles.

### **Looking forward**

Access Bank has made considerable progress towards becoming a sustainable bank over the last few years. As the Bank moves to a forward-looking and long-term approach to sustainability, there is a need to set clearly defined targets, goals and KPIs. We believe that such approach would help the bank further drive performance and improvements. This is of particular importance as the recent merger with Intercontinental Bank will make Access Bank one of the top four leading financial institutions in Nigeria.

### **Corporate Citizenship**

London  
30 March, 2012

## Methodological notes

The assurance work was commissioned in February 2012 and was completed on 30 March, 2012. Detailed records were kept of meetings, assurance visits and correspondence relating to the inclusivity, materiality and responsiveness of the report, as well as to technical matters relating to the accuracy and presentation of data. A team of four, led by an associate director, undertook the assurance and commentary process. A director acted as adviser to the group. The team has a variety of professional and technical competencies and experience. For further information please refer to our website [www.corporate-citizenship.com](http://www.corporate-citizenship.com).

Our external assurance and commentary process for Access Bank's CSR report has involved, but not been limited to, the following elements:

- Understanding Access Bank and its value chain, its own culture and the broader social and environmental contexts in which it operates; its approach to and understanding of corporate responsibility; how it identifies issues material to its operations.
- Benchmarking against peers, competitors, best practice and internationally recognised standards to identify the basis on which to judge Access Bank's performance.
- Analysis of Access Bank's stakeholder engagement activity, including findings from the employee survey.
- Review of national and international published sources of information about the views and opinions of external stakeholders.
- Examination of the report at set stages in its development and testing of the assertions throughout, drawing from evidence and supporting documentation, reporting mechanisms, frameworks and processes.
- Examination of management and reporting systems, notably for community investment.
- Site visit to Access Bank's head office in Lagos.
- Interviews with eleven senior managers including the Group Head of Corporate Social Responsibility, an Executive Director and the Customer Ombudsman.
- Attendance of a meeting/workshop on the Nigerian Sustainable Banking Principles in Lagos.

Our work did not extend to a complete audit of the report's contents. We have not been responsible for the preparation of Access Bank's CSR Report nor in devising the internal management and reporting systems that yielded the data contained therein.

The opinions expressed in this external assurance statement and commentary are intended to extend understanding of Access Bank's non-financial performance and should not be used or relied upon to form any judgements, or take any decisions, of a financial nature.

Corporate Citizenship is a leading assessor of corporate responsibility reports. The company is a member of AccountAbility (Institute for Social and Ethical AccountAbility).

We have provided report assurance for Access Bank since 2009. In addition to our work on assurance, Access Bank is a member of the LBG ([www.lbg-online.net](http://www.lbg-online.net)), an evaluation framework for corporate community involvement which we manage on behalf of its members and adherents. We have done no other work for Access Bank during 2011.

Corporate Citizenship is part of Chime Communications.



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W: www.finbankburundi.com

## BRANCH DISTRIBUTION

### Abia

Aba Branch  
69, Azikwiwe Road  
Aba  
Abia State

Umuahia Branch  
Plot 6  
Trading/Residential Area  
Umuahia  
Abia State

Azikwe Road Branch  
9, Factory Road  
Aba  
Abia State

Umuahia Branch  
2, Library Way  
Umuahia  
Abia State

Faulks Road Branch  
132, Faulks Road  
Aba  
Abia State

Duke House Branch  
Duke House  
45, Azikwe Road  
Abia State

Umudike Branch  
University of Agriculture  
Umudike Main Campus  
Abia State

### Abuja

Aminu Kano Branch  
Plot 1195  
Aminu Kano Crescent  
Wuse li (Opp. Amal Court)  
Abuja

Adetokunbo Ademola Branch  
Plot 833  
Adetokunbo Ademola Crescent  
Wuse 2  
Abuja

Herbert Macaulay Branch  
Plot 247  
Herbert Macaulay Way  
Abuja

Asokoro Branch  
Plot 87  
Yakubu Gowon Crescent  
Asokoro  
Abuja

Garki Branch  
Ahmadu Bello Way  
Garki li  
Abuja

Kubwa Branch  
Plot 59  
Gado Nasko Road  
Kubwa  
Abuja

Bank Of Industry (BoI) Branch  
Plot 256  
Herbert Macaulay Way  
Behind Unity Bank Head Office  
Abuja

Cadastral Branch  
Plot 207  
Cadastral Zone  
Federal Capital Territory  
Abuja

Wuse Branch  
Plot 2401  
Cadastrals Zone A7  
Federal Capital Territory  
Abuja

National Assembly Branch  
National Assembly Complex  
Federal Capital Territory  
Abuja

Dei Dei Branch  
Zone B2.582  
Dei Dei Building Material Intl Market  
Federal Capital Territory  
Abuja

Douala Street Branch  
Plot 2357  
Douala Street  
Federal Capital Territory  
Abuja

Abuja NNPC Towers Branch  
Block B  
NNPC Towers Hm Way  
CBD Federal Capital Territory  
Abuja

Tofa House Branch  
Tofa House  
Plot 770  
Central Business District  
Federal Capital Territory  
Abuja

Maitama Branch  
Plot 619  
Gana Street  
Cadastral Zone A05  
Federal Capital Territory  
Abuja

Gwagwalada Branch  
356, Special Hospital Road  
Gwagwalada  
Federal Capital Territory  
Abuja

Federal Secretariat Branch  
Federal Secretariat Complex  
Federal Capital Territory  
Abuja

Utako Branch  
Plot 903  
Obafemi Awolowo Way  
Federal Capital Territory  
Abuja

Ladoke Akintola Blvd. Branch  
Along Akintola Boulevard  
Garki  
Federal Capital Territory  
Abuja

Fed. Min. of Justice Branch  
Federal Ministry of Justice Complex  
Federal Capital Territory  
Abuja

Federal Mortgage Bank Branch  
Federal Mortgage Bank Building  
Central Business Area  
Federal Capital Territory  
Abuja

Jos Street Branch  
6, Jos Street  
Opposite Sharon Ultimate Hotel  
Federal Capital Territory  
Abuja

Garki Area 11 Branch  
Plot 599  
Cadastral Zone A3  
Gwarjo Close  
Off Gimbiya Street  
Federal Capital Territory  
Abuja

Enugu House Branch  
Plot 81  
Ralph Shodeinde Street  
Opp. Fed. Min. of Finance  
Central Federal Capital Territory  
Abuja

Karu Branch  
Plot Number 312  
Nyanya Sports Centre Layout  
Federal Capital Territory  
Abuja

Nasda Branch  
Obasanjo Space Village  
Airport Road  
Federal Capital Territory  
Abuja

Durumi Branch  
Plot 1037  
Shafa Shopping Centre  
By Old Federal Secretariat  
Federal Capital Territory, Abuja

**Adamawa**  
Yola Branch 30  
Abubakar Atiku Way  
Adamawa State

**Akwa Ibom**  
Oron Branch  
Along Oron Road  
Etiema Street  
Akwa Ibom State

Ikot Ekpene Branch  
1, Abak Road  
Akwa Ibom State

Wellington Bassey Branch  
21, Wellington Bassey Way  
Akwa Ibom State

Aka Road Branch  
32, Aka Road  
Akwa Ibom State

Eket Branch  
Along Grace Bill Road  
Akwa Ibom State

**Anambra**  
New Market Road Branch  
30, Nnewi Road  
Anambra State

Edo Ezemewi Rd Branch  
15, Edo Ezemewi Road  
Anambra State

Bridge Head Branch  
48, Port Harcourt Road  
Bridge Head  
Onitsha  
Anambra State

Ekwulobia Main Branch  
Uga Road  
Ekwulobia  
Aguata Lga  
Anambra State

New Market Road Branch  
14, New Market Road  
Onitsha  
Anambra State

Umunze Branch  
Umunze Ogbunka Road  
Orumba North Local Government  
Anambra State

Awka 2 Branch  
Km 41  
Enugu-Onitsha Expressway  
Regina Caeli Junction  
Awka  
Anambra State

Ihiala Branch  
Ihiala  
Anambra State

# Corporate Directory

## continued

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Up Iweka Branch  
Up Iweka  
Onitsha  
Anambra State

Ogidi Branch  
Building Material Market  
Anambra State

Unizik Branch  
Bank Plaza  
Nnamdi Azikiwe University  
Awka  
Anambra State

Stock Exchange Branch  
Nigeria Stock Exchange Complex  
Onitsha  
Anambra State

### **Bauchi**

Bauchi Branch  
5, Bank Road  
Bauchi State

### **Bayelsa**

Yenagoa Major Axis Branch  
Km 6  
Mbiama/Yenagoa Road  
Bayelsa State

Mbiama Yenagoa Road Branch  
Mbiama/Yenagoa Road  
Onopa  
Yenagoa  
Bayelsa State

### **Benue**

Makurdi Branch  
83, Old Otukpo Road  
Benue State

Gboko Branch  
Benue Cement Factory  
Km 72  
Makurdi-Gboko Road  
Benue State

Oturkpo Branch  
19, Federal Road  
Oturkpo  
Benue State

Gboko Main Branch  
5/7, J.S. Tarka Way  
Gboko  
Benue State

Makurdi 2 Branch  
Adjacent To Living Faith Church  
Benue State

Zaki Ibiyam Branch  
Y- Junction  
Katsina Ala Road  
Zakibiam  
Benue State

### **Borno**

Maiduguri Branch  
Sir Kashim Ibrahim Way  
Maiduguri  
Borno State

Bama Branch  
Along Bama-Mubi Road  
Bama  
Borno State

### **Cross River**

Calabar Road Branch  
10, Calabar Road  
Pmb 1270  
Cross River State

Ogoja Branch  
Hospital Road  
Ogoja  
Cross River State

### **Delta**

Nnebisi Road Branch  
417B, Nnebisi Road  
Asaba  
Delta State

Agbor Branch  
126, Old Asaba Road  
Delta State

Deco Road Branch  
Robson Shopping Complex  
Deco Road  
Delta State

Effurun Branch  
80, Effurun-Sapele Road  
Effurun  
Delta State

Sapele Branch  
Warri Road  
Sapele  
Delta State

### **Ebonyi**

Abakaliki Branch  
44, Ogoja Road  
Abakaliki  
Ebonyi State

Abakaliki Branch  
41, Ogoja Road  
Abakaliki  
Ebonyi State

### **Edo**

Benin Branch  
45, Akpapakava Street  
Benin  
Edo State

Mission Road Branch  
135, Akpapakava Road  
Benin  
Edo State

Textile Mill Road Branch  
74, Edo Textile Mill Road  
Benin  
Edo State

Uniben Branch  
Ransome Kuti Road  
University Of Benin  
Edo State

Okada Branch  
New Site  
Igbinedion University Campus  
Okada  
Edo State

Auchi Branch  
Beside Federal Polytechnic Auchi  
Iyekhei/Polytechnic Road  
Edo State

Ekpoma Branch  
6, Akhere Lane  
Edo State

Sapele Road Branch  
164, Sapele Road  
Opposite NPDC  
Sapele  
Edo State

Uselu Branch  
170, Uselu Lagos Road  
Edo State

### **Ekiti**

Ijero Ekiti Branch  
Ijero Ekiti  
Ijero Computer Centre  
Market Square  
Ekiti State

Ado Ekiti Branch  
144, Secretariat/Iyin Road  
Ekiti State

### **Anambra**

Awka Branch  
222, Zik Avenue  
Awka  
Enugu State

### **Enugu**

Okpara Avenue Branch  
5, Okpara Avenue  
Enugu  
Enugu State

Enugu Road Branch  
12, Enugu Road  
Enugu  
Enugu State

Kenyatta Branch  
16, Kenyatta Street  
Uwani  
Enugu State

Esut Branch  
Enugu State University  
Enugu  
Enugu State

Agbani Road Branch  
Agbani Road  
Enugu  
Enugu State

UNN Nsukka Branch  
University Of Nigeria  
Nsukka  
Enugu State

Abakaliki Road Branch  
Abakaliki Road  
Enugu  
Enugu State

Abakpa Nike Branch  
Abakpa Nike  
Enugu  
Enugu State

Ogui Road Branch  
67, Ogui Road  
By Nnamdi Azikiwe Stadium  
Enugu  
Enugu State

UNN Enugu Campus Branch  
University Of Nigeria  
Enugu Campus  
Enugu State

### **Gombe**

Ashaka Branch  
Ashaka Cement Factory  
Gombe State

Gombe Branch  
24, New Market Road  
Gombe State

Dukku Branch  
Dukku Local Government Secretariat  
Gombe State

Yamaltu Deba Branch  
Deba Gra  
Yamaltu Deba Lga  
Gombe State

Kumo Branch  
Emir Palace Road  
Kumo  
Akko Lga  
Gombe State

### **Imo**

Wetheral Road Branch  
117, Wetheral Road  
Close To Dan Anyiam Stadium  
Owerri  
Imo State

Nekede Branch  
Federal Polytechnic  
Nekede  
Imo State

Orlu Branch  
4A, Bank Road  
Orlu  
Imo State

Bank Road Branch  
Bank Road  
Owerri  
Imo State

Mbaise Branch  
Eke-Ahiara Junction  
Mbaise  
Imo State

### **Jigawa**

Dutse Branch  
Plot 10/11  
Sani Abacha Way  
Dutse  
Jigawa State

### **Kaduna**

Kaduna Branch  
16/20, Bida Road  
Kaduna State

Ali Akilu Road Branch  
26D, Ali Akilu Road  
Kaduna  
Kaduna State

Kachia Road Kaduna Branch  
314, Kachia Road  
Kaduna  
Kaduna State

Ahmadu Bello Way Branch  
A2, Ahmadu Bello Way  
Kaduna  
Kaduna State

NNPC Refinery Kaduna Branch  
NNPC Kaduna  
Kaduna State

Gumi Main Market Branch  
Gumi Main Market  
Kaduna  
Kaduna State

Kafanchan Branch  
Kafanchan  
Kaduna State

Ungwan Rimi Branch  
Along Kwato Road  
Ungwan Rimi  
Gra  
Kaduna  
Kaduna State

### **Kano**

Kano Branch  
12B, Post Office Road  
Kano State

Murtala Mohammed Way  
Kano Branch  
146, Murtala Mohammed Way  
Kano  
Kano State

Bello Road, Kano Branch  
24, Bello Road  
Kano  
Kano State

3B Bank Road Branch  
3B Bank Road  
Kano  
Kano State

Katin Kwari Branch  
Ibrahim Taiwo Road  
By Aib  
Kano  
Kano State

Bayero University Branch  
Main Campus  
Bayero University  
Kano  
Kano State

Aminu Kano Teaching Hospital Branch  
Aminu Kano Teaching Hospital  
Kano  
Kano State

Bichi Branch  
Along Katsina Road  
By Bichi Junction  
Kano  
Kano State

Kazaure Branch  
Along Kano-Duara Road  
Kano  
Kano State

France Road Branch  
17/18, France Road  
Kano  
Kano State

**Katsina**  
Katsina Branch  
106, Ibb Way  
Katsina  
Katsina State

# Corporate Directory

## continued

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Katsina Branch Ibb Way Opp. NUM International Bank Katsina Katsina State	Idumota Branch 6, Obun Eko Street Idumota Lagos State	Ogunlana Drive Branch 150, Ogunlana Drive Surulere Lagos State
Funtua Branch Zaria Road Katsina Katsina State	Broad Street Branch 134/136, Broad Street Lagos Lagos State	Ligali Ayorinde Branch Plot 15 Ligali Ayorinde Street Victoria Island Lagos State
Malumfashi Branch Along Funtua Road Near Total Filling Station Katsina State	Ikorodu Branch 7, Ayangburen Road Ikorodu Lagos State	Point Road Branch Ib, Point Road Apapa Lagos State
Daura Branch Along Kano Road Besides Nitel Office Katsina State	Allen Branch 84, Allen Avenue Ikeja Lagos State	Ogba Branch 40A/40B, Ogba Ijaiye Road Ogba Lagos State
<b>Kebbi</b> Birnin Kebbi Branch 1, Jos Road G.R.A. Birnin Kebbi	Victoria Island Branch Plot 1665 Oyin Jolayemi Street Victoria Island	Idi-Araba Branch College Of Medicine Ishaga Road Idi-Araba Lagos State
<b>Kogi</b> Obajana Branch Opposite Dangote Cement Factory Kogi State	Onikan Branch 30, King George V Road Onikan Lagos State	Agbara Branch Bank Road Agbara Industrial Estate Agbara Lagos State
Okene Branch Along Kogi Road Kogi State	Commercial Road Branch 8/10, Commercial Road Opposite Eleganza Plaza Apapa Lagos State	Adeyemo Alakija Branch Commerce House 1, Idowu Taylor Street Victoria Island Lagos State
Lokoja Branch 82, Lokoja Kabba Road Lokoja Kogi State	Old Ojo Branch 153, Old Ojo Road Kuje-Amuwo Agboju Lagos State	Lekki Chevron Branch Beside Chevron Roundabout Along Lekki-Epe Expressway Lagos State
<b>Kwara</b> Ilorin Branch Stadium Shopping Complex Taiwo Road Ilorin Kwara State	Palm Avenue Branch 4, Palm Avenue Mushin Lagos State	Marina BoI Branch Bank of Industry Building 23B, Broad Street Marina Lagos State
Folawiyo Street Branch 24, Wahab Folawiyo Unity Road Ilorin Kwara State	Simbiat Abiola Branch 20, Simbiat Abiola Road Ikeja Lagos State	Awolowo Road Branch 58, Awolowo Road Ikoyi Lagos State
Reservation Road Branch 29A, Reservation Road Gra Ilorin Kwara State	Adetokunbo Ademola Branch 30A, Adetokunbo Ademola Victoria Island Lagos State	Alausa Branch 183, Obafemi Awolowo Road Alausa Ikeja Lagos State
<b>Lagos</b> Burma Road Apapa Branch 4, Burma Road Apapa Lagos State	Aspamda Branch Zone B R4, Mercy Café Aspamda Plaza Trade Fair Complex Lagos State	Creek Road Branch 39, Creek Road Apapa Lagos State
	Maryland Branch 6, Mobolaji Bank Anthony Way Ikeja Lagos State	

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Idejo Branch Plot 161E Idejo Street Off Adeola Odeku Victoria Island Lagos State	Dopemu Branch 92, Lagos-Abeokuta Expressway Dopemu Lagos State	Wharf Road Branch 13-15, Wharf Road Apapa Lagos State
Agudosi Branch 4, Agudosi Street Off Ojo Road Alaba International Market Lagos State	Festac Branch 4th Avenue Festac Lagos State	Opebi Branch 23, Opebi Road Ikeja Lagos State
Toyin Branch 54, Toyin Street Ikeja Lagos State	Oba Akran Branch 23-25, Oba Akran Avenue Ikeja Lagos State	Ketu Branch 533, Ikorodu Road Ketu Lagos State
Matori Branch 125, Ladipo Street Mushin Lagos State	Awolowo Road Branch 87, Awolowo Road Lagos State	Orile Coker Branch 3, Alhaji Owokoniran Street Orile Coker Lagos State
Alfred Rewane Road Branch 1, Kingsway Road Ikoyi Lagos State	Moloney Branch 34, Moloney Street Lagos Island Lagos State	Alaba Branch 44/45, Alaba International Market Road Lagos State
Adeniran Ogunsanya Branch 71, Adeniran Ogunsanya Street Surulere Lagos State	Isolo Branch 113, Okota Road Okota Lagos State	Agege Branch 653, Abeokuta Express Road Abule Taylor Abule-Egba Lagos State
Maza Maza Branch 17, Sikiru Otunba Street Old Ojo Road Lagos-Badagry Expressway Lagos State	Ilupeju Branch 11, Town Planning Way Ilupeju Lagos State	Obafemi Awolowo Way Branch 77, Obafemi Awolowo Way Lagos State
Adeola Hopewell Branch Plot 1697 Adeola Hopewell Victoria Island Lagos State	Adeniyi Jones Branch 65, Adeniyi Jones Ikeja Lagos State	Kosoko Branch 52/54, Kosoko Street Lagos Island Lagos State
Marina Branch 48, Marina Street Lagos State	Gbagada Branch Plot 286 Oshodi-Apapa Expressway Gbagada Phase I Lagos State	Ojota Branch 1A, Ogudu Road Ojota Lagos State
Issa Williams Branch 27/29, Issa Williams Street Lagos Island Lagos State	Lekki 1 Branch Plot 7, Blk 2 Oniru Private Estate By Maroko Bus Stop Lagos State	Adetokunboh Ademola Branch Plot 1408A, Adetokunboh Ademola Street Victoria Island Lagos State
Ikorodu Branch 32, Lagos Road Ikorodu Lagos State	Ajose Adeogun Branch 287, Ajose Adeogun Street Victoria Island Lagos State	Nnamdi Azikwe Branch 68, Nnamdi Azikwe Street Idumota Lagos State
Atiku Abubakar Hall Branch ICC, Lagos International TFC Lagos-Badagry Expressway Lagos State	Ikorodu Road Branch 38/40, Ikorodu Road Jibowu Lagos State	Egbeda Branch 35, Akowonjo Road Egbeda Lagos State
Tejuosho Branch 31, Tejuosho Street Yaba Lagos State	Nahco Branch Nahco Complex 1 Murtala Mohammed International Airport Ikeja Lagos State	Ojuelegba Branch 78, Ojuelegba Road Tejuosho Lagos State
		Oyingbo Branch 7, Coates Street Lagos State

# Corporate Directory

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Ikotun Branch 4, Ikotun Junction Ikotun Lagos State	Oregun Branch 51, Kudirat Abiola Way Oregun Lagos State	Aguda Branch 5, Enitan Street Surulere Lagos State
Shomolu Branch 47, Market/Odunlami Street Shomolu Lagos State	Ire Akari Branch 1, Godwin Omonua Street Ire Akari Estate Lagos State	Ikota Branch Suite E 79-81 and 116-118 VGC Ikota Shopping Complex Lagos State
Old Alaba Motor Park Branch Old Alaba Motor Park Off Ojo Igbede Alaba International Market Lagos State	Sabo Yaba Branch 290, Herbert Macaulay Way Sabo-Yaba Lagos State	Satellite Town Branch Opposite Tantalizers Old Ojo Road Abule Ado Satellite Town Lagos State
Oroyinyin Branch 3, Oroyinyin Street Idumota Lagos State	Muri Okunola Branch 211, Muri Okunola Street Victoria Island Lagos State	Lasu Branch Lagos State University Ojo Lagos State
Olodi-Apapa Branch Plot 24 Opposite Ibru Jetty Apapa Lagos State	Saka Tinubu Branch 44A, Saka Tinubu Street Off Adeola Odeku Street Lagos State	Alagbado Branch Daniel Farm Km32, Lagos-Abeokuta Expressway Agege Lagos State
Iddo Branch Iddo Shopping Complex Iddo Lagos State	Lawanson Branch 87, Itire/Lawanson Road Surulere Lagos State	Odogunyan Branch Opposite 2nd Gate Lagos Polytechnic Lagos State
Allen Branch 13, Allen Avenue Ikeja Lagos State	Iju Branch 134, Water Works Road Iju-Ishaga Lagos State	Ayobo Branch Along Ayobo/Ipaja Road Opposite Deeper Life Bible Church Ayobo Lagos State
Adeola Odeku Branch 44, Adeola Odeku Street Victoria Island Lagos State	Oshodi Branch Olorunsogo Oshodi Lagos State	Ejigbo Branch Along Ejigbo/Ikotun Road Opposite NNPC Junction Ejigbo Lagos State
Trade Fair Branch Opposite Zone F Block 1 Aspamda Lagos State	Ojodu Berger Branch Plot 101 Isheri Road Ojodu Lagos State	Idimu Branch 71, Egbeda/Idimu Road Idimu Lagos State
Bode Thomas Branch 42, Bode Thomas Street Surulere Lagos State	Ajao Estate Branch Airport Road Ajao Estate Lagos State	Daleko Branch Daleko Market Complex Daleko Lagos State
Ijeshatedo Branch Ijeshatedo Surulere Lagos State	Broad Street li Branch 32, Broad Street Lagos Island Lagos State	Adeniji Adele Branch Oba Adeniji Adele Plaza Adeniji Adele Road Lagos Island Lagos State
Mushin Branch 279, Agege Motor Road Mushin Lagos State	Ifako-Gbagada Branch 6, Diya Street Ifako-Gbagada Lagos State	Adeola Odeku Branch 11A, Adeola Odeku Street Victoria Island Lagos State
Unilag Branch University of Lagos Akoka, Lagos State	St. Finbarrs Branch 67, St. Finbarrs Road Chemist Bus Stop Yaba Lagos State	

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Ilupeju Branch  
25A, Ilupeju By-Pass  
Ilupeju  
Lagos State

### **Nasarawa**

Lafia Branch  
Jos Road  
Lafia  
Nasarawa State

Mararaba Branch  
Plot 3316  
Abuja Keffi Expressway  
Mararaba  
Nasarawa State

### **Niger**

Suleja Branch  
NNPC/PPMC Depot  
Suleja  
Niger State

Minna Branch  
2, Old Airway Road  
Off Boso Road  
Minna  
Niger State

Suleja Branch  
Suleman Barau Road  
Opposite Gamco Motors  
Niger State

Bida Branch  
Along BCC Road  
Niger State

### **Ogun**

Oke Ilewo Branch  
1, Lilubu Street  
Oke Ilewo  
Ibara  
Ogun State

Rccg Camp Branch  
Redemption Camp  
Km 46/85  
Lagos-Ibadan Expressway  
Mowe  
Ogun State

Fajuyi Road Branch  
1-5, Fajuyi Road  
Sapon  
Ogun State

Otta Branch  
145, Lagos-Abeokuta Expressway  
Sango Otta  
Ogun State

Ijebu-Ode Branch  
19, Ibadan Road  
Ijebu Ode  
Ogun State

Sagamu Branch  
71, Akarigbo Road  
Sagamu  
Ogun State

Covenant Branch  
Opposite Covenant University  
Otta  
Ogun State

Ilaro Branch  
Ona Ola Quarters  
Opposite Fire Station  
Ilaro  
Ogun State

### **Ondo**

Ado Owo Road Branch  
11, Ado Owo Road  
Ondo State

Oba Adesida Road Branch  
126, Oba Adesida Road  
Akure  
Ondo State

Ondo Branch  
Yaba Ondo  
Ondo State

Adekunle Ajasin University Campus Branch  
Adekunle Ajasin University Campus  
Ondo State

### **Osun**

Oshogbo Branch  
2, Obafemi Awolowo Road  
Igbonna  
Osun State

Ile Ife Branch  
26, Aderemi Road  
Ile Ife  
Osun State

Oau Branch  
Obafemi Awolowo University Campus  
Ile Ife  
Osun State

Ilesha Branch  
107A, Orinkiran Street  
Oshogbo Road  
Osun State

### **Oyo**

Dugbe Market Branch  
1, Jimoh Odutola Street  
Dugbe Market  
Ibadan  
Oyo State

Iwo Road Branch  
37, Iwo Road  
Ibadan  
Oyo State

New Court Branch  
34, New Court Road  
Dugbe  
Oyo State

Bodija Branch  
Plot 6  
University Crescent Uj Second Road  
Ibadan  
Oyo State

Ogbomoso Branch  
Apake Area  
Ogbomoso  
Oyo State

Iwo Road Branch  
4, Iwo Road  
Ibadan  
Oyo State

Ekotedo Branch  
50, Adekunle Fajuyi Road  
Ekotedo  
Iya-Olobe  
Oyo State

UCH Ibadan Branch  
Beside Blood Bank  
UCH  
Ibadan  
Oyo State

Challenge Branch  
Challenge Roundabout  
Ibadan  
Oyo State

Oyo Branch  
Beside Conoil Filling Station  
Ilorin-Ogbomosho Expressway  
Oyo State

Ojoo Branch  
Old Ibadan-Oyo Road  
Besides Olona Filling Station  
Oyo State

Ring Road Branch  
Opposite Mobil Filling Station  
Ring Road  
Ibadan  
Oyo State

Bodija Branch  
Plot 32  
Bodija Uj Road  
Bodija  
Ibadan  
Oyo State

### **Plateau**

Bank Road Branch  
37, Beach Road  
Plateau State

# Corporate Directory

## continued

Jos 2 Branch  
1, Murtala Mohammed Way  
Jos  
Plateau State

Bukuru Branch  
Bukuru-Jos Road  
Bukuru  
Jos South Local  
Plateau State

### Rivers

Agip Road Branch  
No 1, Agip Road  
Mile 4  
Rumueme  
Port Harcourt  
Rivers State

Bank Road Branch  
10A, Bank Road  
Rivers State Judiciary  
Port Harcourt  
Rivers State

Bonny Cash Centre  
64, Hospital Road  
Bonny Island  
Rivers State

Trans Amadi Branch  
Plot 10  
Trans Amadi Industrial Layout  
Near Erijoy Hotel  
Port Harcourt  
Rivers State

Olu Obasanjo Branch  
329, Olu Obasanjo Road  
Port Harcourt  
Rivers State

Azikiwe Road Branch  
12, Azikiwe Road  
Port Harcourt  
Rivers State

Rumuokoro Branch  
679, Ikwerre Road  
Rumuokoro  
Port Harcourt  
Rivers State

Eleme Branch  
PPMC Depot  
Eleme  
Rivers State

Olu Obasanjo Branch 2  
Plot 9  
Olu Obasanjo Road  
Port Harcourt  
Rivers State

Trans Amadi Branch  
41, Trans Amadi Industrial Layout  
Port Harcourt  
Rivers State

Rumukurishi Branch  
Plot 382, Port Harcourt-Aba Expressway  
Port Harcourt  
Rivers State

Uniport Branch  
University of Port Harcourt  
Port Harcourt  
Rivers State

Ikokwu Branch  
Ikokwu  
Rivers State

Obigbo Branch  
Obigbo  
Rivers State

Woji Branch  
Woji  
Rivers State

Garrison Branch  
82/88, Aba Road  
Beside MTN Building  
Port Harcourt  
Rivers State

Eastern Bulkcement Branch  
By Eastern Bulkcement Company Ltd  
Wofe Road  
Rivers State

Azikiwe Road Branch  
5, Azikiwe Road  
Near Government House  
Port Harcourt  
Rivers State

Rsust Branch  
River State University Science  
and Technology  
Port Harcourt  
Rivers State

### Sokoto

Sokoto Branch  
Opposite Afribank Plc  
Maiduguri Road  
Sokoto  
Sokoto State

Sokoto Branch  
20, Abdullahi Fodio Road  
Sokoto  
Sokoto State

Usman Danfodio University Branch  
Main Campus  
Usman Danfodio University  
Sokoto  
Sokoto State

### Taraba

Jalingo Branch  
57B, Hammaruwa Way  
Jalingo  
Taraba State

Jalingo Branch  
240, Hammaruwa Way  
Jalingo  
Taraba State

### Yobe

Damaturu Branch  
12B, Maiduguri Road  
Along Potiskum Damaturu Road  
Damaturu  
Yobe State

Biu Branch  
I, Damaturu Road  
Biu  
Yobe State

### Zamfara

Gusau Branch  
Canteen Road  
Beside Fbn  
Gusau  
Zamfara State

Talata Mafara Branch  
Sokoto Road  
Opposite LGA Office  
Zamfara State

**ATM LOCATIONS**

Access Bank Plc, 15 Azikiwe Road Aba, Abia, Branch	Access Bank Plc, Federal Mortgage Bank Building Central Business Area Federal Capital Territory, Abuja, Branch	Access Bank Plc, 62 New Market Road, Anambra, Branch
Access Bank Plc, 2, Library Way Umuahia Abia, Branch	Access Bank Plc, 6 Jos Street opposite Sharon Ultimate Hotel Federal Capital Territory, Abuja, Branch	Access Bank Plc, Umunze Ogbunka Road Orumba North Local Govt Anambra State, Anambra, Branch
Access Bank Plc, 132, Faulks Road Aba Abia State, Abia, Branch	Access Bank Plc, Plot 599, Cadastral Zone A3 Gwarjo Close Off Gimbiya Street, Abuja, Branch	Access Bank Plc, 1 Ajaekwe Street Odoagba, Anambra, Branch
Access Bank Plc, Duke House 45 Azikwe Road Abia State, Abia, Branch	Access Bank Plc, Plot 81 Ralph Shodeinde Str Opp Fed Min of Finance Central Federal Capital Territory, Abuja, Branch	Access Bank Plc, Ihiala Branch Anambra State, Anambra, Branch
Access Bank Plc, 69 Azikwiwe Road Aba, Abia, Branch	Access Bank Plc, Plot Number 312, Nyanya Sports Centre Layout, Abuja, Branch	Access Bank Plc, Up Iweka Onitsha (Electronic Mkt Branch), Anambra, Branch
Access Bank Plc, Plot 6 Trading/Residential Area Umuahia, Abia, Branch	Access Bank Plc, Obasanjo Space Village Airport Road Federal Capital Territory, Abuja, Branch	Access Bank Plc, Building Material Market, Anambra, Branch
Access Bank Plc, Plot 207 Cadastral Zone Federal Capital Territory Abuja, Abuja, Branch	Access Bank Plc, Plot 1037, Shafa Shopping Centre by Old Federal Secretariat, Federal Capital Territory, Abuja, Branch	Access Bank Plc, Nnamdi Azikiwe University Awka Anambra State, Anambra, Branch
Access Bank Plc, Plot 2401 Cadastrals Zone A7, Abuja, Branch	Access Bank Plc, 13/15 Atiku Abubakar (Mubi) Road, Adamawa, Branch	Access Bank Plc, Nigeria Stock Exchange Complex Onitsha Anambra State, Anambra, Branch
Access Bank Plc, National Assembly White House Basement Abuja, Abuja, Branch	Access Bank Plc, Along Oron Road Etiema Str. Akwa Ibom State, Akwa Ibom, Branch	Access Bank Plc, University of Agriculture Umudike Main Campus Abia State, Anambra, Branch
Access Bank Plc, Zone B2.582, Dei Dei Building Material Intl Market Federal Capital Territory, Abuja, Branch	Access Bank Plc, 1 Abak Road, Akwa Ibom, Branch	Access Bank Plc, 1 Ajaekwe Street Odoagba, Anambra, Branch
Access Bank Plc, Erisco Bonpet Plaza Wuse Market, Abuja, Branch	Access Bank Plc, PPMC Depot, Akwa Ibom, Branch	Access Bank Plc, 24 Muritala Mohammed Way Bauchi, Bauchi, Branch
Access Bank Plc, Block B NNPC Towers Hm Way CBD Federal Capital Territory, Abuja, Branch	Access Bank Plc, 45 Muritala Mohammed Way, Akwa Ibom, Branch	Access Bank Plc, along Kano-Duara Rd, Bauchi, Branch
Access Bank Plc, Tofa House Plot 770 Central Business District Federal Capital Territory, Abuja, Branch	Access Bank Plc, 32, Aka Road opposite Gulf Bank Akwa Ibom State, Akwa Ibom, Branch	Access Bank Plc, Plot 3, Onopa Commercial Layout Onopa, Bayelsa, Branch
Access Bank Plc, Plot 619, Gana Street Cadastral Zone A05 Cadastral Zone A0 Federal Capital Territory, Abuja, Branch	Access Bank Plc, along Grace Bill Road Akwa Ibom State, Akwa Ibom, Branch	Access Bank Plc, Km 6, Mbiama/Yenagoa Road, Bayesla, Branch
Access Bank Plc, 356, Special Hospital Road Gwagwalada Federal Capital Territory, Abuja, Branch	Access Bank Plc, 30 Nnewi Road Anambra State Onistha 1, Anambra, Branch	Access Bank Plc, 5 Ogiri Oko Road G.R.A, Benue, Branch
Access Bank Plc, Federal Secretariat Complex, Abuja, Branch	Access Bank Plc, Block 015 Zone 1 Edo Ezemewi Road, Nnewi, Anambra, Branch	Access Bank Plc, Benue Cement Factory Km 72, Makurdi -Gboko Road, Benue, Branch
Access Bank Plc, Plot 903 Obafemi Awolowo Way Federal Capital Territory, Abuja, Branch	Access Bank Plc, 222 Zik Avenue, Anambra, Branch	Access Bank Plc, 19, Federal Road Oturkpo Benue State, Benue, Branch
Access Bank Plc, along Akintola Boulevard Garki Federal Capital Territory, Abuja, Branch	Access Bank Plc, 48 Port Harcourt Road Bridge Head Anambra State, Anambra, Branch	Access Bank Plc, 5/7 J.S. Tarka Way NUM Intl Bank, Katsina State, Benue, Branch
Access Bank Plc, Federal Ministry of Justice Complex Federal Capital Territory Abuja, Abuja, Branch	Access Bank Plc, Uga Road, Ekwulobia Ekwulobia Aguata Lga, Anambra, Branch	Access Bank Plc, Y- Junction Katsina Ala Road Zaki Ibiyam Benue State, Benue, Branch
		Access Bank Plc, 45 Muritala Mohammed Way, Cross, Branch

# Corporate Directory

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Access Bank Plc, Hospital Road Ogoja Cross River State, Cross, Branch	Access Bank Plc, Plot 5, Commercial Block A Along New Iyin Road, Ekiti, Branch	Access Bank Plc, Ashaka Cement Factory, Gombe, Branch
Access Bank Plc, 45 Muritala Mohammed Way, Cross River, Branch	Access Bank Plc, 5 Okpara Avenue, Enugu State Enugu 1, Enugu, Branch	Access Bank Plc, 18 Wetheral Road, Imo, Branch
Offsite, Unicem Factory, Calabar, Cross River, Offsite	Access Bank Plc, 12 Enugu Road, Enugu, Branch	Access Bank Plc, Federal Polytechnic Nekede Imo State, Imo, Branch
Access Bank Plc, 16/18 Bogobiri Road, Cross Rivers, Branch	Access Bank Plc, 42 Kenyatta Street Enugu State, Enugu, Branch	Access Bank Plc, Eke-Ahiara Junction Mbaise, Imo, Branch
Access Bank Plc, 304 Nnebisi Road, Delta, Branch	Access Bank Plc, Enugu State University Agbani Town Enugu State, Enugu, Branch	Access Bank Plc, Plot 10/11 Sani Abacha Way Dutse, Jigawa, Branch
Access Bank Plc, 126, Old Asaba Road Asaba Road, Delta State, Delta, Branch	Access Bank Plc, Agbani Road Agbani Main Town Enugu, Enugu, Branch	Access Bank Plc, 26D Ali Akilu Road Kaduna State, Kaduna, Branch
Access Bank Plc, Robson Shopping Complex Deco Road Delta State, Delta, Branch	Access Bank Plc, University of Nigeria Nsukka Enugu State, Enugu, Branch	Access Bank Plc, 16, River Road, Zaria, Kaduna, Branch
Access Bank Plc, I Damaturu Road Biu Yobe/Borno, Delta, Branch	Access Bank Plc, Abakpa Nike Enugu Enugu State, Enugu, Branch	Access Bank Plc, 314 Kachia Road Kaduna Kaduna State, Kaduna, Branch
Access Bank Plc, Warri Road Sapele Delta State, Delta, Branch	Access Bank Plc, 67 Ogui Road by Nnamdi Azikiwe Stadium, Enugu, Branch	Access Bank Plc, A2 Ahmadu Bello Way Kaduna State, Kaduna, Branch
Access Bank Plc, 44 Ogoja Road, Ebonyi, Branch	Access Bank Plc, University of Nigeria Enugu Campus, Enugu, Branch	Access Bank Plc, NNPC Kaduna Kaduna State, Kaduna, Branch
Access Bank Plc, 41 Ogoja Road, Ebonyi, Branch	Access Bank Plc, Plot 1195 Aminu Kano Crescent Wuse li (opp. Amal Court), Fct, Branch	Access Bank Plc, Gumi Main Market, Kaduna, Branch
Access Bank Plc, 135 Akpapava Road, Edo, Branch	Access Bank Plc, Plot 833 Adetokunbo Ademola Crsnt. Wuse 2, Fct, Branch	Offsite, Kafanchan, Kaduna, Offsite
Access Bank Plc, 74 Edo Textile Mill Road, Edo, Branch	Access Bank Plc, Plot 247 Herbert Macaulay Way, Fct, Branch	Access Bank Plc, 7, Kwato Road Ungwan Rimi Gra Kaduna State, Kaduna, Branch
Access Bank Plc, Alumni Centre University of Benin Ugbowo Benin City, Edo, Branch	Access Bank Plc, National Assembly White House Basement Abuja, Fct, Branch	Access Bank Plc, 16/20 Bida Road, Kaduna, Branch
Access Bank Plc, 23 Airport Road Benin Edo, Edo, Branch	Access Bank Plc, Ahmadu Bello Way Garki li Abuja, Fct, Branch	Access Bank Plc, 146 Murtala Mohmd Way Kano State, Kano, Branch
Offsite, 3, Oroyinyin Street Idumota Lagos, Edo, Offsite	Access Bank Plc, Plot 87 Yakubu Gowon Crescent Asokoro, Fct, Branch	Offsite, 26D Ali Akilu Road Kaduna State, Kano, Offsite
Access Bank Plc, New Site Igbinedion University Campus Edo State, Edo, Branch	Access Bank Plc, Plot 59, Gado Nasko Road Kubwa, Fct, Branch	Access Bank Plc, 24 Bello Road Kano Kano State, Kano, Branch
Access Bank Plc, Beside Fed Poly Auchi I Iyekhei /Polytechnic Road, Edo, Branch	Access Bank Plc, Erisco Bonpet Plaza Wuse Market, Fct, Branch	Access Bank Plc, 3B Bank Road Kano State, Kano, Branch
Access Bank Plc, 6 Akhere Lane Edo State, Edo, Branch	Access Bank Plc, Plot 256 Herbert Macaulay Way behind Unity Bank Head Office Abuja Nigeria, Fct, Branch	Access Bank Plc, Ibrahim Taiwo Road by Aib Kano State, Kano, Branch
Access Bank Plc, 45 Akpakpava Street, Edo, Branch	Access Bank Plc, 8 New Market Road, Gombe, Branch	Access Bank Plc, Main Campus Bayero University Kano State, Kano, Branch
Access Bank Plc, 164 Sapele Road, Opposite NPDC, Sapele Road, Edo, Branch	Access Bank Plc, Dukku Local Government Secretariat, Gombe State, Gombe, Branch	Access Bank Plc, Aminu Kano Teaching Hospital Kano State, Kano, Branch
Access Bank Plc, 170 Uselu Lagos Road, Edo, Branch	Access Bank Plc, Deba Gra, Yamaltu Deba Lga, Gombe, Branch	Access Bank Plc, Zaria Road, Katsina State, Kano, Branch
		Access Bank Plc, Kafanchan, Kano, Branch
		Access Bank Plc, Along Katsina Road By Bichi Junction Kano State, Kano, Branch

Access Bank Plc, 17/18 France Road Kano Kano State, Kano, Branch	Access Bank Plc, 17 Sikiru Otunba St Old Ojo Road Lagos Badagry Expressway, Lagos, Branch	Access Bank Plc, 3, Alhaji Owokoniran Street Orile Coker Lagos State, Lagos, Branch
Access Bank Plc, 12B Post Office Road, Kano, Branch	Access Bank Plc, Plot 1697 Adeola Hopewell Victoria Island, Lagos, Branch	Access Bank Plc, Shop A65 Alaba Intl Market Ojo, Lagos, Branch
Offsite, 13/15 Atiku Abubakar (Mubi) Road, Katsina, Offsite	Access Bank Plc, 48, Marina Street, Lagos State, Lagos, Branch	Access Bank Plc, 653 Abeokuta Express Road Abule Taylor Abule-Egba Lagos State, Lagos, Branch
Access Bank Plc, Ibb Way opp. NUM Intl Bank, Katsina, Branch	Access Bank Plc, 16 Apongbon Street Apongbon, Lagos, Branch	Access Bank Plc, 77 Obafemi Awolowo Way (Man House), Lagos State, Lagos, Branch
Access Bank Plc, along Funtua Road Near Total Filling Station Katsina, Katsina, Branch	Access Bank Plc, 32 Lagos Road, Lagos, Branch	Access Bank Plc, 52/54 Kosoko Street Lagos State, Lagos, Branch
Access Bank Plc, along Kano Road besides Nitel Office Katsina State, Katsina, Branch	Access Bank Plc, Conia House opposite Kano Plaza Trade Fair Complex, Lagos, Branch	Access Bank Plc, 1A Ogudu Road, Lagos State, Lagos, Branch
Access Bank Plc, 106 Ibb Way, Katsina, Branch	Access Bank Plc, Teju Osho Street, Yaba, Lagos, Branch	Access Bank Plc, Plot 1408A Adetokunbo Ademola Street Victoria Island, Lagos, Branch
Access Bank Plc, 1 Jos Road G.R.A, Kebbi, Branch	Access Bank Plc, 92 Lagos/Abeokuta Expressway, Lagos, Branch	Access Bank Plc, 68 Nnamdi Azikwe Road Street Idumota Lagos State, Lagos, Branch
Access Bank Plc, Obajana Cement Factory, Kogi, Branch	Access Bank Plc, Plot 650A 32 Road 3rd Avenue Festac Town, Lagos, Branch	Access Bank Plc, 35 Akowonjo Road Lagos State, Lagos, Branch
Access Bank Plc, along Kogi Road, Kogi, Branch	Access Bank Plc, 23-25 Oba Akran Avenue, Lagos, Branch	Access Bank Plc, 78 Ojuelegba Road Tejuosho Lagos State, Lagos, Branch
Access Bank Plc, 82 Lokoja Kabba Road Lokoja, Kogi, Branch	Access Bank Plc, 87, Awolowo Road, Lagos, Branch	Access Bank Plc, Iddo Shopping Complex Iddo, Lagos, Lagos, Branch
Access Bank Plc, 24 Wahab Folawiyo Unity Road, Kwara, Branch	Access Bank Plc, 34, Moloney Street, Lagos, Branch	Access Bank Plc, 4 Ikotun Junction Ikotun Lagos State, Lagos, Branch
Access Bank Plc, 29A Reservation Road Gra Ilorin, Kwara, Branch	Access Bank Plc, 113, Okota Road, Lagos, Branch	Access Bank Plc, 47, Mkt/Odunlami Street Lagos State, Lagos, Branch
Access Bank Plc, Stadium Shopping Complex Taiwo Road Ilorin, Kwara, Branch	Access Bank Plc, 11, Town Planning Way Ilupeju Lagos State, Lagos, Branch	Access Bank Plc, Old Alaba Motor Park Off Ojo Igbede Lagos State, Lagos, Branch
Access Bank Plc, 183, Obafemi Awolowo Road Lagos State, Lagos, Branch	Access Bank Plc, Plot 286, Oshodi Apapa Expressway Gbagada Phase I Lagos State, Lagos, Branch	Access Bank Plc, 3, Oroyinyin Street Idumota Lagos, Lagos, Branch
Access Bank Plc, 24A Creek Road Apapa, Lagos, Branch	Access Bank Plc, Plot 7, Blk 2, Oniru Private Estate by Maroko Bus Stop Lagos State, Lagos, Branch	Access Bank Plc, 8 Apapa Express Way Ibafo Coconut, Lagos, Branch
Access Bank Plc, Plot 1617, Damole/Idejo Street Victoria Island, Lagos, Branch	Access Bank Plc, 287, Ajose Adeogun Street Victoria Island, Lagos, Branch	Access Bank Plc, Muritala Mohamed Way Oyingbo Ebute-Metta, Lagos, Branch
Access Bank Plc, 4 Agudosi St, off Ojo Road Alaba Intl Market Lagos State, Lagos, Branch	Access Bank Plc, 38/40 Ikorodu Road Jibowu Lagos State, Lagos, Branch	Access Bank Plc, 13, Allen Avenue Ikeja Lagos, Lagos, Branch
Access Bank Plc, 54 Toyin Street Lagos State, Lagos, Branch	Offsite, Nahco Complex 1 Murtala Mohammed International Airport Road, Ikeja Lagos State, Lagos, Offsite	Access Bank Plc, 44, Adeola Odeku Street, Lagos, Branch
Access Bank Plc, 125 Ladipo Street Lagos State, Lagos, Branch	Access Bank Plc, 13-15 Wharf Road Apapa Lagos State, Lagos, Branch	Access Bank Plc, Opposite Zone F Block 1, Lagos State, Lagos, Branch
Access Bank Plc, 1, Kingsway Road Ikoyi, Lagos State, Lagos, Branch	Access Bank Plc, 23, Opebi Road, Lagos, Branch	Access Bank Plc, Ijeshatedo Surulere Lagos State, Lagos, Branch
Access Bank Plc, 71 Adeniran Ogunsanya Street Surulere. Lagos State, Lagos, Branch	Access Bank Plc, 533, Ikorodu Road Ketu, Lagos, Branch	

# Corporate Directory

## continued

Access Bank Plc, 279, Agege Motor Road Mushin Lagos State, Lagos, Branch	Access Bank Plc, along Ejigbo/Ikotun Road Opp NNPC Junction Lagos State, Lagos, Branch	Access Bank Plc, 153 Old Ojo Road Kuje-Amuwo Agboju, Lagos, Branch
Access Bank Plc, University of Lagos Akoka Lagos State, Lagos, Branch	Access Bank Plc, 71 Egbeda/Idimu Road Idimu Lagos State, Lagos, Branch	Access Bank Plc, 171 Abeokuta Expressway Iyana Ipaja Ipaja, Lagos, Branch
Access Bank Plc, 51, Kudirat Abiola Way Oregun Road Lagos State, Lagos, Branch	Access Bank Plc, Daleko Market Complex Daleko Market, Lagos, Branch	Access Bank Plc, 4 Palm Avenue Mushin, Lagos, Branch
Access Bank Plc, 1 Godwin Omonua Street Ire Akari Estate Lagos State, Lagos, Branch	Access Bank Plc, Oba Adeniji Adele Plaza Adeniji Adele Road Lagos State, Lagos, Branch	Access Bank Plc, 20 Simbiat Abiola Road Ikeja, Lagos, Branch
Access Bank Plc, 290, Herbert Macaulay Way Sabo Lagos State, Lagos, Branch	Access Bank Plc, 4 Burma Road Apapa, Lagos, Branch	Access Bank Plc, 30A Adetokunbo Ademola Victoria Island, Lagos, Branch
Access Bank Plc, 211 Muri Okunola Street Victoria Island Lagos State, Lagos, Branch	Access Bank Plc, 6 Obun Eko Street Idumota, Lagos, Branch	Access Bank Plc, Zone B R4 Mercy Cafe Aspamda Plaza Trade Fair Complex, Lagos, Branch
Access Bank Plc, 44A Saka Tinubu Street off Adeola Odeku Street Victoria Island Lagos, Lagos, Branch	Access Bank Plc, 134/136 Broad Street, Lagos, Branch	Access Bank Plc, 6 Mobolaji Bank-Anthony Way Ikeja, Lagos, Branch
Access Bank Plc, 87 Itire/ Lawanson Road Surulere, Lagos, Branch	Access Bank Plc, Plot 1/3 Enitan Street Surulere, Lagos, Branch	Access Bank Plc, 150 Ogunlana Drive Surulere, Lagos, Branch
Access Bank Plc, 134 Water Works Road Iju-Ishaga, Lagos, Branch	Offsite, Bagco Factory, Iganmu, Surulere, Lagos, Offsite	Access Bank Plc, Plot 650A 32 Road 3rd Avenue Festac Town, Lagos, Branch
Access Bank Plc, Olorunsogo Oshodi, Lagos, Branch	Access Bank Plc, 7 Ayangburen Road Ikorodu, Lagos, Branch	Access Bank Plc, Plot 15 Ligali Ayorinde, Lagos, Branch
Access Bank Plc, Plot 101, Isheri Road Lagos State, Lagos, Branch	Access Bank Plc, 84 Allen Avenue Ikeja, Lagos, Branch	Access Bank Plc, 25A Ilupeju Bye-Pass Ilupeju, Lagos, Branch
Access Bank Plc, 18 Osolo Way Ajao, Lagos, Branch	Offsite, Newco Factory Oba Akran, Lagos, Offsite	Access Bank Plc, I Point Road, Apapa, Lagos, Lagos, Branch
Access Bank Plc, 32, Broad Street, Lagos, Branch	Access Bank Plc, Plot 1665 Oyin Jolayemi Street, Victoria Island, Lagos, Branch	Access Bank Plc, 40A/40B Ogba Ijaiye Road Ogba, Lagos, Branch
Access Bank Plc, 6 Diya Street, Lagos, Branch	Offsite, Oko Awo Street, Karim Kotun Street, Victoria Island, Lagos, Offsite	Access Bank Plc, 18 Osolo Way Ajao, Lagos, Branch
Access Bank Plc, 67 St Finbarrs Road Chemist Bus Stop, Lagos, Branch	Offsite, Oladele Olashore Street, Off Oyin Jolayemi, Victoria Island, Lagos, Offsite	Access Bank Plc, College of Medicine Ishaga Road Idi-Araba, Lagos, Branch
Access Bank Plc, Plot 1/3 Enitan Street Surulere, Lagos, Branch	Unico Factory, Oba Akran, Lagos, Offsite	Access Bank Plc, Commerce House 1 Idowu Taylor Street, Lagos, Branch
Access Bank Plc, Ikota Shopping Complex Lekki, Lagos, Branch	Access Bank Plc, 30 King George V Road Onikan, Lagos, Branch	Access Bank Plc, Idowu Taylor, Street, Victoria Island, Lagos, Offsite
Access Bank Plc, opposite Tantalizers Old Ojo Road Abule Ado Lagos State, Lagos, Branch	Access Bank Plc, Plot 1617, Damole/Idejo Street Victoria Island, Lagos, Branch	Access Bank Plc, beside Chevron Round About along Lekki -Epe Expressway, Lagos, Branch
Access Bank Plc, Lagos State University Ojo Lagos State, Lagos, Branch	Access Bank Plc, 8/10 Commercial Road, Lagos, Branch	Access Bank Plc, Bank of Industry Buliding Broad Street, Marina, Lagos, Branch
Access Bank Plc, Daniel Farm Km32 Lagos Abeokuta Agege Lagos State, Lagos, Branch	Access Bank Plc, 53 Adeniyi Jones Street Ikeja, Lagos, Branch	Access Bank Plc, 11A, Adeola Odeku Street Victoria Island, Lagos, Branch
Access Bank Plc, opp. 2nd Gate Lagos Polytechnic Lagos State, Lagos, Branch	Offsite, Dangote Adstart Factory, Oba Akran, Lagos, Offsite	Access Bank Plc, 58 Awolowo Road Ikoyi, Lagos, Branch
	Offsite, Dangote Agrosack Factory, Oba Akaran, Lagos, Offsite	Access Bank Plc, 32 Jos Road, Nasarawa, Branch
	Access Bank Plc, Kirikiri Lighter Terminal 2 Tincan Island, Lagos, Branch	

Access Bank Plc, Plot 3316, Abuja Keffi Expressway Mararaba Nasarawa State, Nasarawa, Branch	Access Bank Plc, 107A, Orinkiran Street Oshogbo Road, Osun, Branch	Access Bank Plc, Ikowku Rivers State, Rivers, Branch
Access Bank Plc, 2 Old Airway Road off Boso Road, Niger, Branch	Access Bank Plc, 34 New Court Road Dugbe, Oyo, Branch	Access Bank Plc, Obigbo, Rivers State, Rivers, Branch
Access Bank Plc, Suleman Barau Road Opposite Gamco Motors, Niger, Branch	Access Bank Plc, Plot 6 University Crescent, Oyo, Branch	Access Bank Plc, Woji, Rivers State, Rivers, Branch
Access Bank Plc, Along BCC Road Niger State, Niger, Branch	Access Bank Plc, Apake Area, Ogbomoso Oyo State, Oyo, Branch	Access Bank Plc, 82/88 Aba Road beside Mtn Building Opp. Tarpaulin House Rivers State, Rivers, Branch
Access Bank Plc, Nicon Building 1 Bank Road Minna, Niger, Branch	Access Bank Plc, 4, Iwo Road Ibadan Oyo State, Oyo, Branch	Access Bank Plc, by Eastern Bulkcement Coy Ltd Wofe Road Rivers State, Rivers, Branch
Access Bank Plc, NNPC Suleja Depot, Niger, Branch	Access Bank Plc, 50 Adekunle Fajuyi Road Eko Tedo Iya-Olobe, Oyo, Branch	Access Bank Plc, 5, Azikiwe Road near Government House Rivers State, Rivers, Branch
Access Bank Plc, Redemption Camp Km 46/85 Lagos/Ibadan Express Way Ogun State, Ogun, Branch	Access Bank Plc, beside Blood Bank Uch Ibadan, Oyo State Oyo State, Oyo, Branch	Access Bank Plc, River State University of Science and Technology Rivers State, Rivers, Branch
Access Bank Plc, 14 Lalubu Street Oke – llewo Abeokuta, Ogun, Branch	Access Bank Plc, Challenge Roundabout Ibadan Oyo State, Oyo, Branch	Access Bank Plc, Plot 10 Trans Amadi Industrial Layout near Erijoy Hotel, Rivers, Branch
Access Bank Plc, 145, Lagos-Abeokuta Express Way Ogun State, Ogun, Branch	Access Bank Plc, Old Ibadan/Oyo Road besides Olona Filling Station Oyo State, Oyo, Branch	Access Bank Plc, 329A Olu Obasanjo Road Port-Harcourt, Rivers, Branch
Access Bank Plc, 19, Ibadan Road Ogun State, Ogun, Branch	Access Bank Plc, opposite Mobil Filling Station Ring Road Oyo State, Oyo, Branch	Access Bank Plc, 12 Azikiwe Road, Rivers, Branch
Access Bank Plc, 71, Akarigbo Rd Sagamu Ogun State, Ogun, Branch	Access Bank Plc, 1 Jimoh Odutola Street Dugbe Market, Oyo, Branch	Access Bank Plc, 64 Hospital Road, Rivers, Branch
Access Bank Plc, opposite Covenant University Otta Ogun State, Ogun, Branch	Access Bank Plc, 37 Iwo Road, Oyo, Branch	Access Bank Plc, No 1 Agip Road beside Kilimanjaro Mile 4 Rumueme, Rivers, Branch
Access Bank Plc, Ona Ola Quarters opposite Fire Station Ogun State, Ogun, Branch	Access Bank Plc, Plot 32 Bodija Ui Road Bodija, Oyo, Branch	Access Bank Plc, Bank Road opposite High Court, Rivers, Branch
Access Bank Plc, Wempco Factory, Ibafo, Ogun, Offsite	Access Bank Plc, 37, Beach Road, Jos, Plateau, Branch	Access Bank Plc, 679 Ikwerre Road Rumuokoro Round About, Rivers, Branch
Access Bank Plc, Bank Road Agbara Industrial Estate, Ogun, Branch	Access Bank Plc, 28A Rwang Pam Road, Plateau, Branch	Access Bank Plc, 20 Abdullahi Fodio Road, Sokoto, Branch
Access Bank Plc, 11 Ado Owo Road, Ondo State, Ondo, Branch	Access Bank Plc, Yelwa Junction Bukuru, Plateau, Branch	Access Bank Plc, Main Campus Usman Danfodio University, Sokoto, Branch
Access Bank Plc, Plot 5, Commercial Block A along New Iyin Road, Ondo, Branch	Access Bank Plc, PPMC Depot, Rivers, Branch	Access Bank Plc, opp. Afribank Plc Maiduguri Road Sokoto, Sokoto, Branch
Access Bank Plc, No 17 Oyemekun Road Akure, Ondo, Branch	Access Bank Plc, Plot 9 Olu Obasanjo Road PHC Rivers State, Rivers, Branch	Access Bank Plc, 57B Hammaruwa Way Jalingo, Taraba, Branch
Access Bank Plc, Yaba Ondo, Ondo, Branch	Access Bank Plc, Plot 446/447 Trans Amadi Industrial Layout Port Harcourt, Rivers, Branch	Access Bank Plc, 12B Maiduguri Road along Potiskum Damaturu Road, Yobe, Branch
Access Bank Plc, Adekunle Ajasin University Campus, Ondo, Branch	Access Bank Plc, Plot 382, Port Harcourt- Aba Expres Port Harcourt Rivers State, Rivers, Branch	Access Bank Plc, 10 Sani Abacha Way, Zamfara, Branch
Access Bank Plc, Plot 2 Aiyedun Layout Gbongan, Osun, Branch	Access Bank Plc, University of Port-Harcourt Port-Harcourt Rivers State, Rivers, Branch	
Access Bank Plc, 26 Aderemi Road Osun State Ile Ife, Osun, Branch		
Access Bank Plc, Obafemi Awolowo University Campus Osun State, Osun, Branch		

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# Contact Information

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This Report has been prepared in line with the Global Reporting Initiative (GRI) Sustainability Guidelines to GRI Application level B+. We have done this as a way of adding value to our CSR Report and the reporting process, while disclosing, and being accountable to, our internal and external Stakeholders on an ongoing basis.

Access Bank Plc welcomes feedback from all its Stakeholders in respect of the content of this report and any additional information.

We are interested in hearing what our Stakeholders think about our sustainability performance and reporting efforts and how we can improve both. Please email your thoughts and suggestions to:

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**BANKERS' COMMITTEE**

# JOINT STATEMENT OF COMMITMENT BY MEMBERS OF THE BANKERS COMMITTEE

## "THE NIGERIAN SUSTAINABLE BANKING PRINCIPLES"

As leaders in the Nigerian financial sector, we are uniquely positioned to further economic growth and development in Nigeria through our regulatory, lending and investment activities across a diversity of segments and sectors of the Nigerian economy. The context in which we make business decisions is, however, characterized by complex and growing challenges relating to population growth, urban migration, poverty, destruction of biodiversity and ecosystems, pressure on food sources, prices and security, lack of energy and infrastructure and potential climate change legislation from our trade partners, amongst others.

Increasingly, it has been demonstrated that the development imperative in Nigeria should not only be economically viable, but socially relevant and environmentally responsible. We recognize that we have a role and responsibility to deliver positive development impacts to society whilst protecting the communities and environments in which we operate – for today's generation as well as for future generations. We believe that such an approach, one of sustainable banking, is consistent with our individual and collective business objectives, and can stimulate further economic growth and opportunity as well as enhance innovation and competitiveness.

Given the above considerations, we are prepared to take steps to ensure that our business decision-making activities take these considerations into account and are, where applicable, consistent with relevant international standards and practices, but with due regard for the Nigerian context and distinct development needs.

**Consequently, we hereby state our commitment to developing and launching a voluntary set of Nigerian sustainable banking principles which will include:**

- 1) An over-arching set of guidelines relating to our: (a) direct impact on communities and the environment as a result of our own business operations; and (b) indirect impacts on communities and the environment as a result of our lending and investment activities;**
- 2) A set of sector-specific guidelines, including as a first priority: (a) oil and gas; (b) power (with a focus on renewable energy); and (c) agriculture and related water resource issues;**
- 3) A commitment to raising awareness and developing meaningful and lasting local capacity to manage emerging environmental and social risks and opportunities within our internal operations, as well as to relevant financial sector government agencies, learning institutions and service providers.**

In developing these sustainable banking principles, we recognize the need for a process which involves the engagement of relevant stakeholders and industry experts. We also recognize the need for an approach which provides for appropriate levels of transparency, accountability and self-assessment through regular reporting to our stakeholders. We will seek to work with the Central Bank of Nigeria, other relevant government agencies and development finance institutions to create the enabling environment as well as the incentives and enforcement mechanisms required for successful adoption and uptake of the sustainable banking principles.

We acknowledge that we can better support environmentally and socially responsible economic development in Nigeria by joining forces rather than standing alone. We hereby sign this Joint Commitment Statement with the aim of developing a set of sustainable banking principles for the Nigerian banking sector, to drive long-term sustainable growth whilst focusing on development priorities, safeguarding the environment and our people, and delivering measurable benefits to society and the real economy.

### SIGNATORIES

<b>Sanusi Lamido Sanusi</b> Central Bank of Nigeria
<b>Umaru Ibrahim</b> Nigeria Deposit Insurance Corporation
<b>Tunde O. Lemo</b> Central Bank of Nigeria
<b>Suleiman Barau</b> Central Bank of Nigeria
<b>Sarah O. Alade</b> Central Bank of Nigeria
<b>Kingsley Moghalu</b> Central Bank of Nigeria
<b>Aigboje Aig-Imoukhuede</b> Access Bank Plc
<b>Emeka Emuwa</b> Citi Bank Nigeria Limited
<b>Alex Otti</b> Diamond Bank Plc
<b>Jibril Aku</b> Ecobank Plc
<b>Ahmed Karu</b> Enterprise Bank Ltd
<b>Gbolahan Folayan</b> Equitorial Trust Bank Ltd
<b>Ladi Balogun</b> First City Monument Bank Plc
<b>Reginald Ihejiahi</b> Fidelity Bank Plc
<b>Suzanne Iroche</b> Finbank Plc
<b>Stephen Olabisi Onasanya</b> First Bank of Nigeria Plc
<b>Segun Agbaje</b> Guaranty Trust Bank Plc
<b>Victor Etuokwu</b> Intercontinental Bank Plc
<b>Oti Ikomi</b> Keystone Bank Ltd
<b>Faith Tuedor-Mathews</b> Mainstreet Bank Ltd
<b>John Aboh</b> Oceanic Bank Plc
<b>Kehinde Durosinmi-Etti</b> Skye Bank Plc
<b>Sola David-Borha</b> Stanbic IBTC Bank Plc
<b>Bola Adesola</b> Standard Chartered Bank Nigeria Ltd
<b>Razack Adeyemi Adeola</b> Sterling Bank Plc
<b>Phillips Oduzoa</b> United Bank of Africa Plc
<b>Funke Osibodu</b> Union Bank of Nigeria Plc
<b>Ado Wanka</b> Unity Bank of Nigeria Plc
<b>Segun Oloketuyi</b> Wema Bank Plc
<b>Godwin Emeziele</b> Zenith Bank Plc
<b>Abubakar Jimoh</b> Associated Discount House Ltd
<b>Adeleke Shittu</b> Consolidated Discounts Ltd
<b>Kwesi Sagoe</b> Express Discount Ltd
<b>Rilwan Belo-Osagie</b> First Securities Discount House Ltd
<b>Laoye Jaiyeoba</b> Kakawa Discount House Ltd

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