

# Leadership Responsibility Performance



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Customers



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Employees



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Environment



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Supply Chain



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Communities

## Welcome to Access Bank

By applying sustainability in all we do, we lead by example and have a positive impact on our society. We make the difference in our industry by *ourselves* embodying the change we want to see. In this way, we are setting the standard for all of Africa.

### Leadership

 See page 02-03  
For further information

We apply international best practice, pioneer new standards, break new grounds and challenge the status quo. We are determined to build the world's most respected African bank.

### Responsibility

 See pages 04-05  
For further information

We see it as our duty to help grow local communities and the real economy. We are determined to balance economic, environmental and social considerations in our work.

### Performance

 See page 06-07  
For further information

We surpass our targets, set new records and create new values in our industry and beyond. We have overcome many hurdles and are the best in all that we do.

#### About this Report

The 2012 Access Bank Group Sustainability Report gives a comprehensive insight into the Bank's sustainability journey and performance in the year under review in relation to its key stakeholders, communities and the environment.

This report is the fifth Access Bank Group Sustainability Report. It covers the period January through December 2012. The report also represents a landmark in the Bank's sustainability journey because the revision of the Bank's Corporate Philosophy meant that sustainability was defined as an integral part of the Bank's operations.

Unlike our previous Sustainability reports, which adopted the Global Reporting Initiative (GRI) reporting format GR13, this latest Access Bank Group Sustainability Report is an improvement as it is developed in line with the GRI G3.1 Guidelines, the Nigeria Sustainable Banking Principles and the Social Responsibility (SR) guidance in ISO26000.

We have also adopted leading international assurance standards by utilising the AA1000 Assurance Standards provided by Corporate Citizenship, a leading independent third-party assurer of corporate responsibility reports. The assurance process was done in line with the AA1000 Assurance Standard and by undertaking on-site visits and conducting interviews with several managers and heads of Strategic Business Units around the Group.

The content of this report therefore fully reflects the Bank's activities during the year under review. We hope it demonstrates clearly how we have truly embedded sustainability into the core of our business.

# Leadership

At Access Bank we translate vision into reality. We are focused on leading by example throughout Africa. We apply international best practice, pioneer new standards, break new grounds, cross new frontiers and challenge the status quo.

We are determined to be the best and build the world's most respected African bank. Our goal is to secure the future by building a sustainable business that brings prosperity to our stakeholders and the African continent.

We are focused on creating a responsible financial organisation that will be the pride of Africa.



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For further information





# Responsibility

As a bank of best practice, we have a responsibility to the society. We see it as our duty to help grow local communities and the real economy through the provision of capital, which in turn drives infrastructure development, creates jobs, and enables companies and individuals to purchase goods and do business every day.

We are determined to drive profitable *and* ethical economic growth that is environmentally responsible and socially relevant. We will be a force for good in all that we do. We take personal responsibility for delivering outcomes to our respective stakeholders. We are fully committed to our day-to-day actions and business decisions, and remain determined to balance economic, environmental and social considerations in our work.

As a responsible organisation, we have aligned the way we manage our environmental impacts with global best environmental standards.

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For further information

# Performance

We have consistently surpassed our targets, set new records and created new values in our industry and beyond. We embody the change we want to see and have continuously created new opportunities to secure the prosperity of the Bank and its stakeholders. We have also mastered our operating environment and benchmarked our goals against the best. We have overcome many hurdles and are proud of our unique achievements. We are the best in all that we do.

We have received numerous accolades and awards for our achievements.



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For further information



# Executive Summary

The past year was a unique achievement for the Bank as it continued on its sustainability journey.

A key development was our decision to embed sustainability into our operations and make it a core component of our business outlook. We also reviewed our Corporate Philosophy and set our focus to be the most respected bank on the African continent. We also asserted our leadership position through our responsible business practices and by enhancing our performance in all areas of our business.

The Bank is focused on embedding sustainability into the business and laying a firm foundation based on sustainable best practices, while also delivering continued growth. We are taking the lead in the communities we serve and within our wider finance and banking industry by helping to solve society's challenges and improve people's quality of life. We see it as our duty to go beyond our basic responsibilities and do more than is expected.

Access Bank is committed to delivering products and services that make everyday life better for people. We take every opportunity to improve people's lives in a way that protects the Earth's environment and improves the communities in which we live and work. We also take care to focus our sustainability efforts on improvements that matter so that we make the most meaningful impact possible.

### World's most respected African bank

We aim to be the world's most respected African bank and have set out a strategy and developed the capabilities for achieving this. We seek to provide industry leadership in sustainability and are not afraid to take bold decisions to accomplish our objectives.

We are focused on creating a responsible financial organisation that will be the pride of Africa. We consistently challenge the status quo and look for continuous improvement in our standards and services.

We aim to be Africa's most respected bank and have set out a strategy and developed the capabilities for achieving this.

 **Pages 17-31**  
For further information



1 An aerial view of Lagos.

2 The environment.

3 Our customer service personnel.

**Industry leadership**

The Bank provided leadership in the development of the Nigeria Sustainable Banking Principles. Having initiated the process, Access Bank has not only served as the secretariat to the Strategic Sustainability Working Group (SSWG), which was responsible for drafting the report, we also contributed to the entire process. We bankrolled all the meetings of the All Bank Sustainability Network Champions and co-ordinated all SSWG meetings. We also organised a capacity building workshop for the industry in conjunction with the Sustainable Finance Advisory, Dutch Development Bank (FMO) and United Nations Environmental Protection and Finance Initiative (UNEP FI).

These efforts led to the development of the Nigeria Sustainable Banking Principles and three sector-specific guidelines (Oil & Gas, Agriculture and Power), which culminated in the release of a circular by the Central Bank of Nigeria (CBN) directing all banks, discount houses and development finance institutions to adopt and implement the principles and guidelines.

**Environmental and social impact**

We have also made efforts to expand our Environmental and Social Risk Management (ESRM) system. We are setting the standard for the industry in Nigeria by applying our environmental focus beyond the project finance arena to include every lending process of the Bank.

We have built our internal capacity and created an environmental risk function. Our Credit Policy Guide, which controls all our credit activity, is also being reviewed to meet global standards with a specific emphasis on aspects that have a potentially high environmental and social impact.

**Financial inclusion and personal banking**

We are strategically positioned to keep improving our service delivery and product offering on a sustainable basis. Our ultimate aim is to be the bank of choice in Africa and we believe a serious and sincere sustainable finance strategy is key to achieving this. As we grow, we are increasing our focus on bringing banking services to the unbanked and under-banked segments of society. As we roll out products in the future, we will make every effort to serve our customers, grow our communities and build our business.

We want to drive our business through innovation. To help achieve this objective, we have created a personal banking platform and a more collaborative relationship with local and international partners.

We provided leadership in the development of the Nigeria Sustainable Banking Principles and served as the secretariat to the Sustainability Working Group.

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For further information



# Chairman's Statement

The year under review marked the beginning of an exciting journey for the Bank. In 2012, we revised our Corporate Philosophy by re-evaluating our vision, mission and values in order to achieve our overall objective of being the most respected bank in Africa.

We also went a step further as we focused on integrating sustainability into the core of our operations and procedures. We have also shown leadership within our industry by implementing sustainability in all facets of our operations.

Over the years, our approach to sustainability has hinged on teamwork, dedication and discipline. We have a steadfast commitment to the values that we preach and we believe they have been crucial to our continued success.

### Putting theory into practice

We have clearly articulated our willingness to take responsibility and our desire to be the best. We are willing to challenge the status quo and to embody the change we want to see. We have gone beyond simply being an initiator in our industry. We are now seen as an agent of change and as a leader, and we have at all times vigorously pursued our business goals, set higher targets and ensured strict adherence to regulatory requirements.

We ensured that our employees fully understand our revised Corporate Philosophy by organising a series of facilitated workshops for all our Strategic Business Units. This successfully "internalised" the initiative in line with the Bank's sustainability agenda. Our employees now have a clear picture of what the future holds and the responsibility that we are to shoulder.

As a Bank, we will continue to integrate sustainability policies in all that we do as part of our commitment to becoming the most respected African financial institution. We will continue to adopt best practices and lead the way in sustainability across the continent. We are also conscious of our responsibility to our stakeholders and communities.

### Community and environmental impacts

Our community projects made good progress in the year under review. We leveraged our partnerships to touch the lives of people in the communities we serve. We are also in the process of reviewing our Credit Policy Guide to ensure that our environmental focus applies beyond the project finance arena and includes every lending process at the Bank.

We enlarged our employee volunteering scheme during the year. In 2012, over 90% of our employees participated in the scheme and impacted over 15,000 lives through educational, health, sport and environmental projects in the communities where we operate.

### Exciting prospects

I am very excited about our future prospects. We are determined to continue making an impact around the world and to increase awareness within our industry on how well we are implementing our strategic sustainability agenda. We have a renewed vigour to bring major benefits to our communities and to ensure that our aspirations for the industry are realised.

There's no doubt we have laid a solid foundation for the sustainable growth of our business. We are very clear about the challenges ahead, but we are prepared to meet them with determination. We aim to be the most respected bank in Africa and continue to lay the strong foundations that will help us achieve that objective. We will continue to show leadership and be responsive to the needs of the finance and banking industry while helping all the markets in which we operate achieve their economic and social aspirations.



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



We enlarged our employee volunteering scheme. Our employees directly impacted more than 15,000 lives through educational, health, sport and environmental projects.

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For further information

We are determined to continue making an impact around the world and to increase awareness within our industry of how well we are implementing our strategic sustainability agenda.

# Group Managing Director/ Chief Executive's Statement

When we started our sustainability journey a few years ago, our aim was to build a strong African financial services brand on a firm foundation of responsible business practices. Today, Access Bank has achieved global relevance in the field of sustainability and has a genuine impact on the banking industry in Nigeria.

This notable progress was due to our commitment to sustainability, which has directly influenced our activities and business decisions in recent years. We firmly believe we can be the paradigm of how banks can positively contribute to society, protect the environment and help bring prosperity to investors on the African continent and beyond.

We have used sustainability to drive ethical growth and groundbreaking business innovations. This has enhanced our capacity to deliver, even in a tough economic climate. We continue to identify significant opportunities and mitigate social, economic and environmental risks, knowing that this enhances the Bank's revenue and increases value to our customers.

## Industry leadership

In 2012, we were once again the driving force for change, particularly in the Nigerian financial sector. We successfully embedded sustainability into the core of our operations by revising our Corporate Philosophy and introducing the Access Way to all our strategic business units. Internally, we initiated capacity development of our employees so that all staff – from top to bottom – understand what sustainability means to the Bank.

We also led the industry as we funded a series of capacity sessions that supported the development of sustainability principles in the Nigerian financial sector. We are delighted that our efforts in the past year yielded positive results with the publication of the Nigerian Sustainable Banking Principles (NSBP). This became a regulatory requirement following the release of Central Bank of Nigeria (CBN) circular directing all banks, discount houses and development finance institutions to adopt and implement the principles and sector-specific guidelines.

## New frontiers and new business growth

In line with our vision to be the most respected African bank, we are strategically positioning Access Bank for the future. We have realigned our business to give more emphasis to our individual and small business customers and to bring greater value to our people.

To this end, we launched our Personal and Business Banking (PBB) Division. This has transformed our former retail banking activities into a new banking unit that provides highly personalised, effective and efficient services for all our individual and Small and Medium Enterprise (SME) customers. This has helped create a paradigm shift in the way we conduct our businesses. We have also enhanced our service and delivery standards by upgrading our service outlets and branches, and by opening innovative "mega branches".

A range of innovative products, infrastructure development and improved technology for greater efficiency are helping to ensure our customers enjoy the very best experience when they bank with us. We have also invested in our e-branches for our personal banking customers, introduced telemarketing service lines and created dedicated lounges for our customers as part of our existing branch refurbishment programme.

## Environmental and social stewardship

We have strategically integrated environmental, social and governance (ESG) considerations into our business operations. In 2012, we reviewed our environment and social risk-management (ESRM) policy and conducted a cost/benefit analysis of integrating ESG criteria into our project finance and lending decisions.

In addition, we have expanded our specific guidelines in sectors that are deemed to be high risk from a banking perspective. These include Oil & Gas, Cement, Power and Agriculture. To ensure buy-in, we are currently engaging all stakeholders in these high-risk sectors to ensure they understand the mutual benefits that arise when the Bank considers the environmental and social risks posed by such projects.

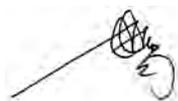
We have also embarked on a programme of environmental and social due diligence in our project finance activities with a view to ensuring that agreed action plans are implemented and that there is full compliance with all relevant loan agreements. We are also currently reviewing our Credit Policy Guide (CPG) to include environmental and social considerations.

## Bright future

As we look to the future, we are excited about the significant opportunities ahead of us. We are taking concrete steps to achieve our vision of being the world's most respected African bank as we continue our drive towards embedding sustainability in the core of our operations. We are also transforming the way we conduct our business and have developed an engagement mechanism that seeks to meet the expectations of our stakeholders at all times.

Our commitment to supporting economic growth is as strong as ever. We restate our commitment to adopt best practices and will continue to create value for all our stakeholders, including the communities we serve. Embracing creativity and innovation where possible, we are determined to deliver enhanced operational performance, increase our commitment to socio-economic needs, deliver better services to our customers and maintain excellent employee relations and welfare.

We seek to become a more sustainable bank and are more determined than ever to be the best in all we do. Our sustainability journey continues and I believe it will be to everybody's benefit.



Aigboje Aig-Imoukhuede  
Group Managing Director/CEO

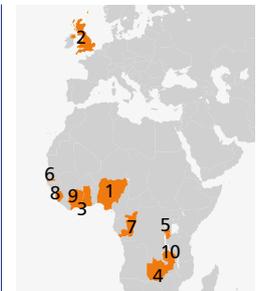


Our commitment to supporting economic growth is as strong as ever. We restate our commitment to adopt best practices and will continue to create value for all our stakeholders, including the communities we serve.

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For further information

# Our Business at a Glance

We are a full-service commercial Bank operating through a network of more than 350 branches and service outlets located in major centres across Nigeria, sub-Saharan Africa and the United Kingdom.



- 1 Nigeria
- 2 United Kingdom
- 3 Ghana
- 4 Zambia
- 5 Rwanda
- 6 The Gambia
- 7 Democratic Republic of the Congo
- 8 Sierra Leone
- 9 Côte d'Ivoire
- 10 Burundi

## Nigeria

1

Number of branches	310
Total Staff	11,670
Number of accounts	5,994,660



## United Kingdom

2

Number of branches	3
Total Staff	83
Number of accounts	1369



## Ghana

3

Number of branches	32
Total Staff	757
Number of accounts	200,410



## Zambia

4

Number of branches	5
Total Staff	126
Number of accounts	16,193



## Rwanda

5

Number of branches	7
Total Staff	159
Number of accounts	16,052



Access Bank was listed on the Nigerian Stock Exchange in 1998. The Bank serves its various markets through five business divisions: Personal & Business Banking, Commercial Banking, Institutional Banking, Transaction Services and Financial Markets. The Bank has both individual and institutional shareholders.

**Our products and services**

We have developed highly personalised and easy-to-run products and services to suit the needs of our customers. We have also developed a range of high added-value banking solutions for both institutions and individuals.

**Personal accounts**

Our account offerings include:

**Standard Savings Account**

The Standard Savings Account is an account that helps individuals save towards their future financial security. The account is easy and convenient to operate.

**Solo Account**

Access Solo Account is a savings account for students and young adults. It gives them an opportunity to start saving for the future from their teenage years.

**The Gambia**

6

Number of branches	5
Total Staff	133
Number of accounts	50,971



**Democratic Republic of the Congo**

7

Number of branches	2
Total Staff	79
Number of accounts	48,070



**Sierra Leone**

8

Number of branches	4
Total Staff	86
Number of accounts	11,771



**Côte d'Ivoire**

9

Number of branches	2
Total Staff	52
Number of accounts	10,524



**Burundi**

10

Number of branches	6
Total Staff	96
Number of accounts	5,582



## Our Business at a Glance continued

### The Access Early Savers Account teaches children financial literacy in a fun and interactive manner

Access Early Savers is a savings account that offers parents/guardians the opportunity to save on behalf of their children. The product also teaches financial literacy by teaching children – in a fun and interactive manner – how to handle their finances.

### Access IPSA

The Access IPSA is a hybrid savings account with the features and benefits of a current account. The account allows holders to issue cheques without extra charges.

### Investment Savings Account

The investment Savings Account (ISA) is a unique account that helps customers achieve their aspirations and plans. The account allows customers to target a specific lump sum at entry point and make monthly deposits that earn interest until the savings target is achieved.

### Standard Current Account

The Standard Current Account is a cheque account that helps individuals to save toward future financial security while managing day-to-day financial affairs.

### Access Premier

The Access Premier account is a high-yield current account including investment benefits designed to meet individual financial needs.

### Mpower Corporate

The Mpower Corporate Account is a solution that provides robust automated payroll administration through the Access Pay Platform. This is delivered at no cost and with fast turnaround.

### Auto Online

Auto Online is Access Bank's Consumer Banking product that helps individuals and organisations buy a new car in a quick, stress-free and financially convenient manner. The product uses an automated, web-based consumer loan application system.

### Access Private Banking

Our Wealth Management team has been upgraded to provide personalised private banking. Our highly experienced team uses its unique skills to understand client needs and offer advice and innovative investment solutions tailored to clients' needs. A dedicated Private Banker offers personalised products and services that cover advice, investment, banking and risk management. We also offer traditional banking, structured products and financial planning.

### Core operations

#### Retail Banking

Our Retail Banking Division provides retail and individual products and services to our mass market. We currently serve more than 5.2 million retail customer accounts across the Nigerian market alone and we are focused on providing a full range of financial products that are beneficial and easy to use. Customers include individual account-holders, SMEs, employees, major shareholders of corporations, small businesses (including churches, schools and hotels) and government institutions. Through our new Retail Banking approach, we have developed a

clear customer segmentation strategy, to enable us to deliver tailored services to meet the changing needs of each customer in terms of service and innovation. We are also poised to take our Retail Banking to the next level which is critical to our strategic goal of increasing our market share within the retail segment.

### Commercial Banking

The Commercial Banking Division serves all non-institutional clients among its large, corporate customers. This is achieved through the distribution of both commercial and retail offerings. The Commercial Banking Division has built its business on transparency and accountability, and maintains sound management practices of equal opportunity, fairness and discipline. These values can be seen in the conduct of the division's relationship teams and the overall quality of our service delivery.

### Institutional Banking

Our Institutional Banking Division offers a full range of services to multinationals, large domestic corporations and other institutional clients. The division provides the highest quality of relationship management to the Bank's corporate clients while serving as the anchor for its Value Chain Model.

The Institutional Banking Division provides premium relationship management to top-tier corporate clients, and delivers the corporate and structured financial services they need to take their business to the next level.

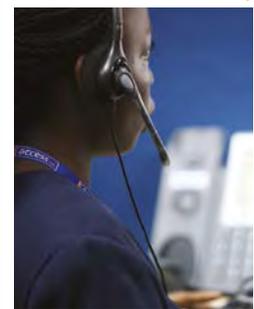
With a focus on developing excellent relationships, and with a deep understanding of customers' businesses and operating environment, the division is structured in a manner that reflects key sectors of the economy such as: Cement & Flour, Financial Institutions, Food & Beverages, Oil & Gas, Telecoms, Correspondent Banking, Transportation and Household Utilities.

### Financial Markets

Our Financial Markets Division focuses on providing financial advisory services to top-tier and middle-tier clients in the public and private sectors of the economy. Through our financial markets activities, we provide access to local and international debt, capital markets, trading in currencies, fixed income and equities, and asset management. The division comprises the Financial Institution Group, Corporate Finance Group and Treasury Group.

We combine the Bank's financing capabilities to offer existing and potential clients an increasingly broad range of investment banking products and services. Our Financial Markets products include: treasury and assets management, provision of financial advisory/capital raising services, as well as medium-term and long-term financing to top-tier and middle-tier clients that show strong potential for growth in the various sectors of the economy, project/structured finance and export credit finance for specialised transactions.

Our Financial Markets Division is also actively engaged in sourcing and managing offshore lines of credit from various multilateral finance institutions for the ultimate benefit of the customer.



**Transaction Banking Division**

Our Transaction Banking Division comprises the Retail Operations Group, the Corporate Operations Group, the Centralised Operations Group and the Channel Services Group. It includes our branch services and back office operations, which ensure our service points and other core operations run smoothly. In line with our commitment to growth and excellent service delivery, the Transaction Services Division has benefited from a major restructuring that will enhance the overall service we provide.

In 2012, we renovated our branch services across the country and created new “mega branches” to handle locations where there is high-volume demand for our services. We also installed access ramps in some of our leading branches to improve access for people with restricted mobility.

**E-Banking**

**AccessMoney**

AccessMoney lets our customers conduct a range of financial transactions through their mobile phones, including deposits, withdrawals, money transfers and payments for goods and services.

**Access Bank cards**

Our Visa credit card lets our cardholders transact globally. Our electronic payment cards comprise: Credit Cards (Visa), Debit Cards (Visa, Verve) and Prepaid Cards (Visa, Verve).

**Credit cards**

Access Bank pioneered the issuance of Visa international credit cards in Nigeria. All Access Bank credit cards are currently issued on the Visa International Platform. This allows our customers make electronic payments. Our Visa credit cards are available in Classic, Gold, Platinum Corporate and Infinite (Black Card) variants.

**Debit cards**

We issue personalised, dual-currency and multi-functional debit cards. Access Bank debit cards are issued on the Visa/Verve platform and are linked online in real time to cardholders’ accounts. The Access Visa debit card is globally accepted as a means of payment at more than 29 million merchant locations and more than one million ATMs globally, in more than 220 countries. The Verve card is accepted throughout Nigeria as a means of payment.

**Access prepaid cards**

Access prepaid cards are reloadable payment cards that can be funded and used for transactions across multiple channels, including ATMs, Point of Sale (POS) terminals, and for internet, mobile and telephone orders. The Access Prepaid cards are issued on the Visa and Verve platforms. The Verve Prepaid card is only available in Nigerian currency (Naira) and can only be used on InterSwitch-enabled channels in Nigeria. Visa prepaid cards are multi-currency and can be used at more than 30 million merchants, 1.4million ATMs and 170 countries worldwide.

**AccessPay**

This web-based suite of payments and collections solutions offers organisations a secure, simple and cost-effective alternative to cash and cheque payments across multiple banks.

Customers can initiate payments online in real time. AccessPay is ideal for salary and allowances payments to employees, expense claims and advances and remittances.

**Access Online**

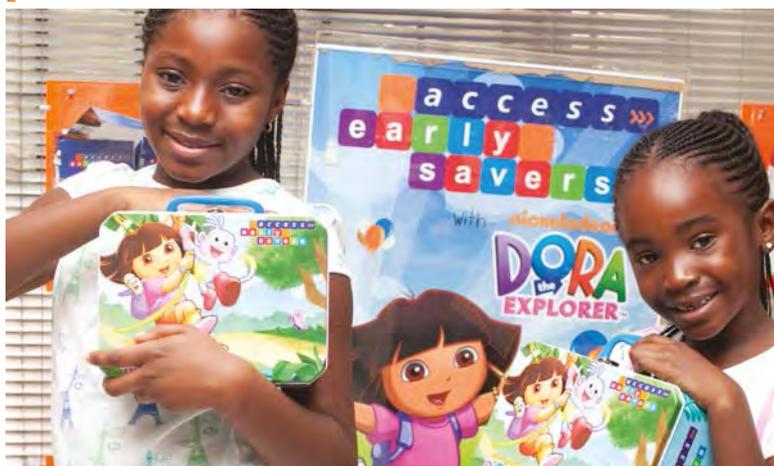
Access Online is a self-service internet banking platform that offers convenient and secure banking services to customers anywhere, any time from personal computers and web-enabled mobile phones.

**Access Mobile**

Access Mobile is a secure and convenient mobile banking solution that enables subscribers to pay for goods and services, and also transfer funds, using their mobile devices. Customers can carry out basic banking transactions from the convenience of their mobile device anywhere, any time.

- 1 Our employees are committed to attending to your individual specific needs.
- 2 Children displaying their Access Early Savers lunch boxes.

2



# Financial Highlights

<b>Gross earnings</b> N'billion	<b>Shareholders' funds</b> N'billion	<b>Profit before tax</b> N'billion	<b>Profit after tax</b> N'billion
208.3bn	241.0bn	44.9bn	42.9bn
<b>Total deposits</b> N'billion	<b>Loans</b> N'billion	<b>Total assets</b> N'billion	<b>Treasury bills</b> N'billion
1,306.7bn	608.6bn	1,745.2bn	52.1bn

## Value Added Statement

For the year ended 31 December 2012

	Group 2012	%	Group 2011	%	Bank 2012	%	Bank 2011	%
	N'000		N'000		N'000		N'000	
Gross earnings	208,308,873		135,635,180		180,725,850		98,518,061	
Interest expense	(60,964,430)		(36,474,232)		(59,424,878)		(27,444,955)	
	147,344,443		99,160,948		121,300,972		71,073,106	
Group's share of associate's loss	544,569		(10,000)		–		–	
Net impairment loss on financial assets	(10,790,651)		(9,063,937)		(11,616,078)		(19,155,497)	
Bought-in-materials and services	(33,231,257)		(28,478,906)		(19,026,394)		(12,092,147)	
<b>Value added</b>	<b>103,867,104</b>		<b>61,608,105</b>		<b>90,658,500</b>		<b>39,825,462</b>	

## Distribution of Value Added

### To Employees:

Employees costs	33,683,156	32	21,983,972	36	27,643,575	31	13,619,532	34
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### To government

Government as taxes	2,018,308	2	7,029,108	11	674,504	1	6,892,596	17
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### To providers of finance

Interest on borrowings	4,095,028	4	104,220	0	2,335,104	3	–	–
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Dividend to shareholders	12,588,538	12	8,944,117	15	12,588,538	14	8,944,117	22
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### Retained in business:

– For replacement of property and equipment	11,021,511	11	6,254,155	10	9,678,299	11	4,247,587	11
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– For replacement of equipment on lease	2,055,779	2	1,914,211	3	1,384,837	2	872,764	2
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– For replacement of available for sale financial assets	3,340,161	3	1,365,964	2	4,755,960	5	(5,290,124)	(13)
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– To pay proposed dividend	13,729,751	13	–	–	13,729,751	15	–	–
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– To augment reserve	21,334,872	21	14,012,358	23	17,867,932	20	10,538,990	26
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	<b>103,867,104</b>	<b>100</b>	<b>61,608,105</b>	<b>100</b>	<b>90,658,500</b>	<b>101</b>	<b>39,825,462</b>	<b>99</b>
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# Our Approach to Sustainability

## Our vision

To be the world's most respected African bank.

## Our mission

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

## Our values

Leadership, Excellence, Empowered Employees, Professionalism, Passion for Customers, Innovations.

## Our core values

### 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 costs" – it is "excellence on all fronts" so that we deliver outcomes that are economically, environmentally and socially responsible

### 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

### 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 our 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 had limited or no access to finance
  - **Treating customers fairly:** building long-term relationships based on trust, fairness and transparency

### 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 while 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 our people take care of their health
- Pursuing a positive work/life balance for increased productivity and improved employee satisfaction
- Encouraging a diverse workforce; respect for and appreciation of differences in ethnicity, gender, age, national origin, disability, and religion

### 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

### 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

# Our Approach to Sustainability

## continued

2012 Awards	Reasons for selecting Access Bank
<p><b>The Banker Magazine “2012 Mergers and Acquisitions Deal of the Year” for Africa</b></p>	<p>Access Bank and the former Intercontinental Bank in 2011 were judged as Africa’s best merger and acquisition (M&amp;A) deal. The merger helped to secure depositors’ investments and integrated Intercontinental Bank into Access Bank within a very short period. This made Access Bank one of the top four banks in Nigeria. The award celebrates the most impressive M&amp;A transactions in Africa.</p>
<p><b>IFC (International Finance Corporation) “Most Active Issuing Bank in sub-Saharan Africa” Award under the IFC’s Global Trade Finance Programme</b></p>	<p>This award reinforced the Bank’s exceptional track record and expertise in trade services and finance. The award underscores the progress the Bank has made in its trade finance capacity, competency and delivery.</p>
<p><b>“Best Web Transaction Processing Award” by Web Jurist (Technology Division of Philips Consulting)</b></p>	<p>The award recognises the best online transaction processing platform. This is a welcome accolade for the Bank’s e-payment platform and internet banking and underlines our technological edge in e-payment transactions.</p>
<p><b>“Best Bank In West Africa” (African Banker 2012)</b></p>	<p>The African Banker Awards celebrate excellence and best practices in African banking and finance. The award to Access Bank recognises the Bank’s excellent services in the West African sub-region, where we have enhanced economic development. By using best new technologies, we have contributed to a stronger financial sector and played an active role in driving economic growth in the region.</p>
<p><b>2012 Business in the Community (BITC) “Big Tick Award”</b></p>	<p>Access Bank was awarded the “Big Tick Award” for the second year running. The award celebrates companies who have demonstrated a significant impact in making responsible business an integral part of their operations. It is one of the world’s most recognised endorsements of responsible practice.</p>
<p><b>Nigeria’s CSR awards: the SERAs (Social Enterprise Report and Awards)</b></p> <ul style="list-style-type: none"> <li>• Most Socially Responsible Company</li> <li>• Fair Operating Practices</li> </ul>	<p>The SERA Awards document corporate citizenship and best practices in Nigeria that seek to improve the lives and wellbeing of people. Access Bank was recognised for the establishment of the Strategic Sustainability Working Group (SSWG) inside the Bank, and for its leadership role in developing the Nigerian Sustainable Banking Principles.</p> <p>Access Bank also won the Fair Operating Practices prize for promoting social responsibility.</p>
<p><b>“Honorary Award for Championing the Nigerian Sustainable Banking Principles”</b></p>	<p>SERA awarded Access Bank an honorary award for championing the Nigerian Sustainable Banking Principles.</p>

## Our purpose and strategy

### Sustainability is the mainstay of the Bank's plans. We aim to impact people's lives positively and responsibly in all the communities we serve.

We have integrated sustainability into the core of our business strategy. We are determined to make a difference and have adopted best practices in running our business.

We focus on creating real value through careful implementation of our sustainability agenda and have incorporated this into every aspect of our business operations and relationships.

Our goal is not to do this alone, but to be the leader within our industry and to bring others on board. Our commitment to industry growth is based on our belief that to create change we must embody the change we wish to see. We have already embarked upon a journey to be the most respected bank in Africa and our ultimate desire is to create a banking institution that will be a source of pride to the entire continent of Africa.

Our strategy is driven by our commitment to be the best in all that we do and to adopt best practices. We want to be the change in our industry and we intend to create a viable future by setting standards that make the difference for a sustainable future.

#### Integrating sustainability

The full integration of sustainability into our business processes and operations is at an advanced stage, thanks to the review of the Bank's Corporate Philosophy and to company-wide capacity building for sustainable banking.

We are determined to make a difference and have adopted best practices in running our business.

#### Sustainability governance

Our Board of Directors provides the highest level of governance oversight for sustainability management through the Sustainability Committee. The Committee is responsible for overseeing the delivery of the Bank's sustainable business strategy and for ensuring the Bank's sustainability ambitions in each of its strategic priorities are achieved.

The Bank has also adopted global best practice principles, structures and standards to enable further embedding of sustainability into its operations. For example, we are an Equator Principles Financial Institution and organisational stakeholder of the Global Reporting Initiative. We are also a member of the United Nations Global Compact (UNGC), the United Nations Principles for Responsible Investments (UNPRI) and the United Nations Environment Programme Finance Initiative (UNEP FI).

#### Corporate Philosophy

We reviewed our Corporate Philosophy – comprising our Vision, Mission and Values – to create a living philosophy that meets changing internal and external contexts and delivers value to our stakeholders.

In undertaking this review, we took into account the changing landscape of the banking and finance industry. This exercise has helped to re-position the Bank so that we can make the necessary impact and enhance our capacity to deliver through responsible business practice.

#### Sector-Specific Policies

Access Bank has expanded its internal sector-specific policies in line with the implementation of the Nigerian Sustainable Banking Principles (NSBPs) and the sector-specific guidelines, and in accordance with the Equator Principles.

We have thus developed more robust specific guidelines in different sectors that are deemed to have a high-risk impact. To this end, we have expanded and developed guidance policy on our focus areas, which include the Oil & Gas, Cement, Power and Agriculture sectors of the economy.

#### Nigeria Sustainable Banking Principles

We initiated and led the discussion on developing environmental and social (E&S) risk standards and principles for Nigerian banking in order to create a level playing field for our industry. This process culminated in the development of the Nigeria Sustainable Banking Principles and three sector-specific guidelines covering Oil & Gas, Agriculture and Power. On 3 September, 2012, the Central Bank of Nigeria (CBN), released a guideline directing all banks, discount houses and development finance institutions to adopt the principles and sector-specific guidelines.

#### ISO 26000 Nigeria Adoption Process

In 2012, the Bank participated in the ISO 26000 Guidance Standard on Social Responsibility Nigeria Adoption Process (ISO 26000: NAP) as Technical Partner. This required us to work with other technical partners to negotiate appropriate standards and systems that hold the banking industry accountable to best practices and sustainable development in Nigeria, thereby promoting social responsibility practices in the country. The ISO 26000: NAP was organised by Standards Organisation of Nigeria (SON) in conjunction with Thistle Praxis Consulting (TPC).

# Our Approach to Sustainability

## continued

### Our environmental and social impact

To further strengthen our E&S impact, we reviewed our Environmental and Social Risk Management (ESRM) system and expanded our lending considerations and policies. We have also commenced a similar review of our Credit Policy Framework to ensure that E&S issues are addressed in all our lending decisions.

### Corporate governance

The Bank has a multi-faceted approach to governance that combines adherence to relevant local codes while adopting international best practice, especially on issues where local codes are either absent or not sufficiently detailed. This approach is underpinned by the necessity for ensuring compliance with both regulatory and ethical standards across our operations in Africa as well as in the United Kingdom and China.

The Board of Directors has the overall responsibility for charting the corporate strategies that drive the attainment of the Bank's goals and objectives. One such strategy facilitates the identification and adoption of best practice standards, even in instances where this would result in the application of stricter provisions than required by our operating environment. This process of adoption has five pillars, namely:

- Identify, Evaluate, Prevent;
- Detect;
- Respond.

Through our engagement with key stakeholders, we identify developing issues; evaluate them in line with our strategic objectives and expectations of key stakeholders, formulate strategies and develop processes to prevent deviations. Thanks to a robust system of internal controls, we are able to detect any divergence, and respond adequately, along set parameters.

The Board consists of seven Executive Directors and nine Non-Executive Directors (the Chairman included). The Charter of the Board of Directors clearly separates the responsibilities of the head of the Board, which is the Chairman, from that of the head of our Management, which is the Group Managing Director/Chief Executive. The Board Charter also ensures that both roles are held by separate individuals, and that Board activities are conducted in a manner that ensures that no single individual has unfettered powers over decision-making.

The Board comprises qualified individuals who understand their oversight functions. To strengthen their skills, and improve upon Board performance, an annual training plan is approved for Directors at the start of each financial year.

At the beginning of the financial year, the Board sets out its goals and objectives. Our sustainability agenda continues to feature year-on-year as one of the key goals against which the Board measures its attainment.

The Board of Directors at all times complies with the CBN Code of Corporate Governance, and the Securities & Exchange Commission (SEC) Code of Corporate Governance.

### Board composition, selection and tenure of Directors

Directors currently employed by the Bank are deemed Executive and all others are deemed Non-Executive. The following protocols determine the Board's composition and other characteristics:

- Non-Executive Directors will always constitute at least a majority of the Board;
- An Executive Director who 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;
- A Director will vacate office or cease to be a Director, upon the attainment of the tenure limit fixed by the CBN Code of Corporate Governance for Non-Executive Directors;
- In the case of Non-Executive Directors, the tenure limit is three terms of four years each, while for Independent Directors, the tenure shall be a maximum of two terms of four years each; 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 interact with the Board at the Investors Forum and investor roadshows, and also at Annual General Meetings. Some Shareholders serve on the Shareholders' Audit Committee, which is a committee comprising an equal number of Board members, and representatives of Shareholders. Stakeholders are free to raise any issues of concern through these channels and to receive suitable clarifications. The Bank also has an Investor Relations Unit, which provides another accessible channel through which Shareholders can register their views, which are ultimately communicated to the Board.

The Bank carries out an annual employee survey and its results are considered by the Board. The survey is a proven method for making the Board aware of staff opinions on a number of issues. Employees also express their views through other channels, including one-on-one discussions, focus group discussions and feedback via email.

**Conflicts of interest**

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

- Employees are expressly prohibited from using their association with the Bank for personal gain beyond authorised compensation and benefits;
- Whenever there is any question of whether an activity would violate, or appear to violate, the above principle, guidance must be sought from appropriate Management authority;
- In addition, clarification must be sought on all issues that 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 from conflicting interests or activities that interfere with proper performance of their duties to the Bank; and
- Employees must conduct themselves in a manner that brings credit to the Bank.

Our strategy is to provide a five-star service to all our stakeholders.

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For further information

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

<sup>1</sup> Divisional Director, Commercial Banking Division, Access Bank, Roosevelt Ogbonna and Group Head, Private Banking Access Bank, Angel Jide-Jones, at the Access Bank organised Back to Work Programme held for unemployed graduates in Lagos.

<sup>2</sup> From L-R: Herbert Wigwe, Deputy Group Managing Director, Access Bank, Dora the Explorer, Wife of the Governor of Lagos State, Mrs Abimbola Fashola and Alex Okosi, Senior Vice President, Viacom International Media Network Africa during the launch of Access Bank Financial Literacy Campaign in June 2012.



# Our Approach to Sustainability

## continued

The Bank has also created policies and standards to eliminate issues relating to conflicts of interest. These 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; co-operation with regulatory bodies; and public statements. Contained in this Code is the conflict of interest policy. This policy ensures that all employees avoid any situation that creates a conflict, or the appearance of a conflict, between their personal interests and the performance of their official duties.
- **Regular review:** 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.
- **Directors' Regulatory Reporting Framework:** This guides the reporting of Directors' interests in contracts, Directors' interests 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 only if the prospective Board member's personal career demonstrates clear evidence of outstanding achievement in terms of:
  - Breadth of experience;
  - Soundness of judgment;
  - Ability to make independent, analytical enquiries;
  - 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

The Board carries out an annual evaluation of its performance, and that of individual Directors. The evaluation is conducted in part internally and externally by consultants. Internally, the collective performance of the Board is evaluated by all Board members relying on approved evaluation criteria. Externally, the evaluation is conducted by consultants engaged specifically for that purpose. The result of the Board evaluation is presented to Shareholders at each Annual General Meeting by the consultants, and a copy of the evaluation is sent to the CBN.

### Sustainability Committee

The Bank's Sustainability Committee was established in 2009 in order to oversee and align our approach to the range of social and environmental issues and opportunities that 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. In addition, the Committee draws on the skills of an independent expert, Dr Christopher Kolade, who is the Chairman of the Convention on 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 Committee is responsible for setting guidance, direction and overseeing policies and progress of the Company's sustainability activities and offers advice to the Board on these matters. The Group Sustainability Team helps the Committee achieve its objectives.

The Bank also has a series of other committees and steering groups that oversee its governance approach to sustainability. They review emerging and current issues, risks and 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, management approved the establishment of the Sustainability Champions Network across all of the Bank's strategic business units. The main duty of this network is to drive viable sustainability practices in respective teams and units in the Bank.

### Public policy and regulations

The Bank sets standards for sustainable business practices. This activity requires continuous engagement with civil society groups, non-governmental organisations (NGOs), government agencies, parastatals and functionaries. The Bank appreciates that as a key player in the economy, it must engage constructively in the development of policies if it is to be a responsible corporate citizen.

To this end, the Board of Directors approved a Private-Public (Not-for-Profit) Framework, that governs the Bank's interaction with civil society organisations, the government and quasi-government agencies, where the aims are altruistic.

1 We have a committed set of employees that thrive on teamwork and achieve set goals in line with laid out objectives of the Bank.

2 The Board of Directors of Access Bank.



**Regulatory compliance**

Access Bank adheres strictly to all regulatory requirements and standards as stipulated by the financial regulators and other governing bodies in line with the Banks and Other Financial Institutions Act of Nigeria. We always take pride in setting the pace in compliance matters and this has been acclaimed across our industry.

We continually take new measures to enhance our service delivery so that we align with current trends and developments in compliance. This ensures that our products and service offerings conform to regulatory standards and international best practices and ultimately meet the satisfaction of customers and other stakeholders at all times. We have not been subjected to any non-monetary sanctions for non-compliance with stipulated environmental laws and regulations.

**Environmental and social performance**

Our continued commitment to environmental issues in Nigeria is evident in our adherence to all stipulated environmental requirements in the conduct of our operations. To this end, the Bank was not exposed to any non-monetary sanctions for non-compliance with environmental laws and regulations. In 2012, the Bank also participated in the survey conducted by the Financial Integrity Working Group of the Alliance for Financial Inclusion (AFI FINTWG) of which the Central Bank of Nigeria (CBN) is a member. The survey questions focused on the impact of Anti-Money Laundering/Combating the Financing of Terrorism (AML/CFT) requirements in the design and offering of financial products and services to people of low income. The result of the project when implemented should help reduce the size of Nigeria's non-banked population.

**Human rights**

In line with our core values of empowered employees and professionalism, we ensure the Bank adheres to all stipulated human rights. As an equal opportunities employer, the Bank ensures that there is no discrimination against a qualified individual with HIV/AIDS with regards to recruitment, professional advancement, training, compensation, discharge or other terms, conditions or privileges of employment. Also, in line with sections 13 and 14 of the Employee Code of Conduct, the Bank creates an appropriate environment that will ensure equal opportunity in all aspects of employment. It does not tolerate discrimination or harassment of any kind. The Bank therefore strives to provide a safe and healthy work environment for every member of staff.

The Bank also strives to act in a non-discriminatory manner. We abide by all the provisions of the UN Human Rights Charter and international labour laws and ensure that all our staff are treated fairly and in accordance with the highest applicable standards. During and after the successful merger with Intercontinental Bank in 2012, the Bank received no report of any grievance related to human rights.

**Training in anti-money laundering**

The Bank is committed to fighting money laundering and complying fully with the letter and spirit of the anti-money laundering laws in the countries and jurisdictions in which it operates. As an international financial services firm, Access Bank recognises that it has important responsibilities to participate in the global fight against money laundering. No customer relationship is worth compromising our commitment to combating money laundering.

Accordingly, it is the Bank's policy to take all reasonable and appropriate steps to prevent persons engaged in money laundering, fraud, or other financial crimes, including the financing of terrorists or terrorist operations, from using Access Bank products and services.

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# Our Approach to Sustainability

## continued

The Bank has demonstrated its commitment by collaborating with various leading regulatory agencies in the capacity building of about 97% of the Bank's staff and financial institution customers in the area of AML/CFT. This has taken place against the revised Financial Action Task Force (FATF) revised 40 recommendations and Nigeria's Money Laundering (Prohibition) Act, 2011.

### Ethics and whistle-blowing

The Bank deployed a more robust whistle-blower system in 2012 to enable staff to report unethical activities affecting Access Bank so that the Bank can take measures to address them. The system was outsourced to the KPMG Ethics Line. This has enhanced awareness of the existence of a whistle-blowing channel and increased the confidence of staff and other stakeholders with regard to reporting any suspicious activities or misconduct that could damage the Bank's operations or reputation. This has deterred work place misdemeanours and strengthened staff integrity and discipline.

To instill the highest ethical and legal standards, and to comply with applicable international laws, Access Bank has appointed an Anti Bribery Compliance Officer. This initiative ensures compliance with the UK Bribery Act.

As an ethical organisation, Access Bank has demonstrated zero tolerance for bribery and corruption. This is clearly expressed in the Bank's various policies such as its Code of Ethics and Compliance Manual which clearly defines the nature and characteristics of corruption. The Bank strictly adheres to these guidelines which provide for dismissal of staff and blacklisting of vendors.

About 1,100 staff across the Bank and its subsidiaries received training in 2012 in ethics and Access Bank's whistle-blower system.

### Special Control Unit on Money Laundering Forum

Following the additional Know Your Customer initiative by the Central Bank of Nigeria (CBN) for all accounts categorised as Designated Non-Financial Institutions (DNFIs), which include accountancy firms, law firms, casinos, hotels and religious institutions, the Bank organised the Special Control Unit on Money Laundering (SCUML) Forum.

The forum gave our stakeholders who fall within the category of DNFI an opportunity to interact with regulators from the Nigerian Financial Intelligence Unit (NFIU), Economic and Financial Crimes Commission (EFCC) and CBN.

The forum was the first of its kind and demonstrated the Bank's leadership in the industry. The SCUML forum provided the opportunity to discuss the challenges and way forward in respect of the new anti-money laundering regulations.

### Public-private partnership

The Bank's corporate philosophy is highly influenced by the principle of sustainability. The Bank has determined that it must be a force for good in the communities in which it operates and within the financial system generally.

We recognise that in all our jurisdictions, the goal of adding value can only be achieved in partnership with other stakeholders in both the public and private sectors and from within society as a whole.

To this end, the Bank partners with public sector organisations and agencies in a manner that follows international best practice regarding public private partnerships. The Bank follows the principle of engaging in a joint effort with the public sector to create the conditions for sustainable development and the reduction of poverty. The Bank expressly does not make monetary or non-monetary donations to political parties.

### Engagement mechanisms used in 2012

Stakeholder group	Primary engagement mechanism	Main issues
<b>Customers</b>	We constantly engage our customers and monitor their opinion, feedback and complaints through our social media platforms, call centres, our website, surveys and local engagement. These channels help us to identify current and future issues that could impact levels of satisfaction with our services.	<ul style="list-style-type: none"> <li>• Safety and security</li> <li>• Fees and interest rates</li> <li>• Transaction turnaround time (TAT)</li> </ul>
<b>Employees</b>	Our annual Employee Opinion Survey tracks the overall engagement levels of staff. This is supplemented by other 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 Group Investor Relations team and leadership meet regularly with current and potential investors of the Bank. 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> <li>• Credit rating</li> </ul>
<b>Suppliers</b>	We conduct regular meetings with our key suppliers to discuss our business relationship and 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>Government and Regulator</b>	We continue to contribute to a number of Nigerian Government consultations and working groups that address sector policy considerations. In 2012, the Bank developed a Public-Private Partnership (Not-for-Profit) Framework to guide the Bank's activities and engagement with the Government and public sector agencies.	<ul style="list-style-type: none"> <li>• Financial sustainability</li> <li>• Fair banking</li> </ul>
<b>Media</b>	Our media team regularly liaises with the media and responds 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>

### Materiality analysis

We at Access Bank, we conduct a materiality analysis of our business by analysing issues that are vital to our internal and external stakeholders. We do this in a manner that enables us to appreciate their concerns and address all issues. This helps us to identify and capture opportunities which are aligned with the Bank's sustainability and business strategies. Our materiality analysis therefore directly enhances our sustainability performance.

### Defining materiality

We define materiality according to the GRI Guidelines and with reference to both internal and external factors. In defining what materiality means to us as a Bank, we have taken an in-depth look into the needs and relevant interests of our internal and external stakeholders and our business. This gives us a thorough grasp of which issues are critical and allows us to focus on what is really relevant to us as a leading financial institution with the bulk of its operations in sub-Sahara Africa.

We also use this process to align our corporate strategy. This means we carefully evaluate sustainability issues based on the Bank's business strategy and stakeholder interests. This in turn gives us the opportunity to adapt our sustainability reporting and stakeholder engagement activities around the issues that are most important to us.

Our stakeholders include rating agencies, governments, parastatals, not-for-profit organisations, employees, local communities, regulators, analysts, shareholders, investors, customers, suppliers, media, development finance institutions (DFIs) and multilateral agencies.

### Materiality assessment and matrix

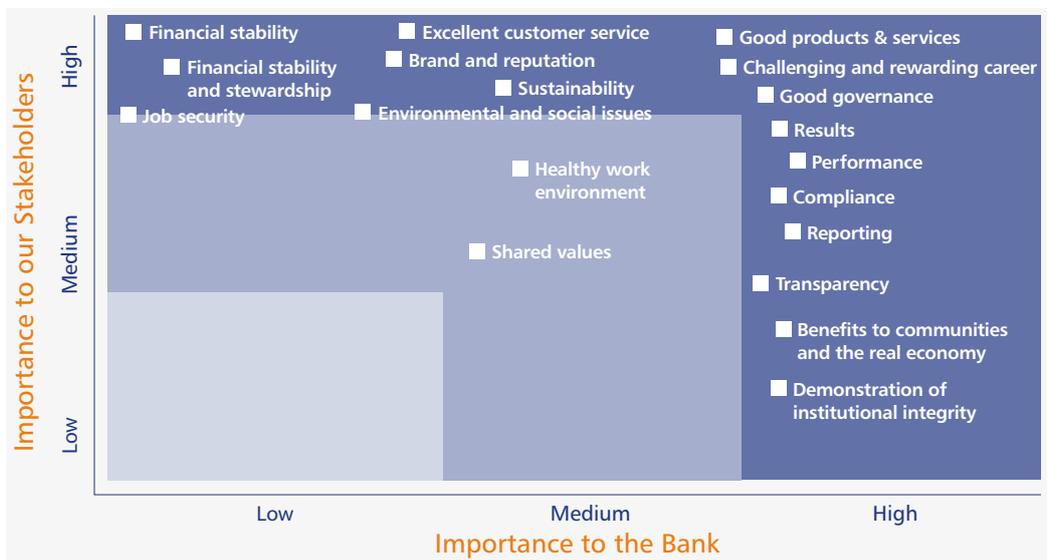
As we continue to embed sustainability into the core of our business, we are conscious of our responsibility regarding implementation of the Bank's corporate governance. We are also aware of the social, economic and financial impacts of our business and we fully understand the Bank's duty to address factors that are important to our stakeholders.

In line with this, we have developed our materiality matrix to capture the relevance of these issues. We developed our materiality assessment through a variety of processes that assessed stakeholder concerns. These processes include routine stakeholder engagement, our investor relations work, customer feedback systems at our service points and outlets, town hall meetings, ad-hoc surveys, our customer ombudsman and other systematic initiatives that together collect information and feedback from our stakeholders.

The Bank's materiality matrix comprises three sections – high, low and medium – to clearly distinguish how important respective issues are to the Bank and its stakeholders.

In developing this matrix, we are conscious of the fact that sustainability issues are dynamic and have a tendency to overlap. This means the list we have compiled is not exhaustive. To mitigate this, we have taken care to include all concerns in our materiality assessment. A degree of subjective analysis was inevitable.

The matrix below displays the issues we assessed in our materiality process.



Stakeholders	Materiality Issues
Employees	Financial stability and stewardship
Shareholders/Investors	Excellent customer service
Communities/Operating Environment	Good products & services
Regulators	Brand and reputation
Analysts/Ratings Agencies	Sustainability
Customers	Challenging and rewarding career
Suppliers/Vendors	Job security
NGOs	Healthy work environment
Media	Shared values
DFIs and MLAs	Performance
	Results
	Good governance
	Compliance
	Transparency
	Benefits to communities and the real economy
	Safeguarding the environment
	Environmental and social issues
	Accurate and timely supply of information
	Access to institutions and support
	Demonstration of institutional integrity

# Our Approach to Sustainability

## continued

### Anti-discrimination and recruitment

We do not discriminate against people in any form regardless of race, belief, sex, or social status. We give all our staff equal treatment. Our recruitment process is merit driven and does not discriminate against women or any other group.

We constantly engage our workforce and also ensure that we provide the best work environment, conditions of service, social protection, capacity building and community investment initiatives for the development and comfort of our people. We pay male and female employees the same remuneration without any form of discrimination. We respect and support our staff regardless of their gender.

### Industry leadership

We demonstrated clear leadership in the field of compliance in 2012 through a variety of initiatives. For example, we received a commendation letter from Ghana's Financial Intelligence Centre for the quality of our AML/CFT training programmes. We trained over 97% of the Bank's staff on anti-money laundering issues and trends in the course of the year.

Access Bank holds the record for being the first Nigerian bank to be certified in both the Payment Card Industry Data Security Standard (PCIDSS) and for ISO27001. The Bank is represented on the Inspector General of Police/Banker's Security Committee and the Bank's Head of Compliance is the current Chairman of the Police-Bankers Forum (VI Police Division).

We participated in the drafting of the Business Code of Conduct (BCOC) for the private sector in the Democratic Republic of Congo.

Staff at various levels are encouraged to exercise discretionary powers in accordance with the Bank's policies, procedures, and processes. Specifically, we have provided training on "discernment" – meaning the need for all staff to be able to discern specific situations – that might pose compliance issues – and take appropriate decisions.

Over 70% of the Bank's staff were trained in business etiquette in 2012. The Bank also approved 53 new policies and four revised policies in 2012. These have further improved the outlook of the Bank's operations from a compliance perspective.

A total of 35 Access Bank staff registered in 2012 with the renowned Florida-based Association of Certified Anti-Money Laundering Specialists (ACAMS), which will lead to their certification as anti-money laundering specialists. Also, over 10 staff of the Bank currently hold the ACAMS designation and are serving executives with the Nigeria chapter of ACAMS. This means Access Bank has the largest number of ACAMS members among any financial institution in Africa.

Access Bank has been a member of the Subcommittee on Ethics and Professionalism of the Bankers Committee (The Chartered Institute of Bankers of Nigeria) since inception. The only times the Bank has ever appeared before the committee concerned a [small number of] cases inherited from the 2012 merger with Intercontinental Bank.

### Training in customer care

Over 85% of the Bank's security personnel were trained in front-line customer care and human relations during the year. This has enhanced the role of our security guards from ordinary civil guards to service agents and service touch points.

In line with this approach, the Bank also created the security personnel position of Guest Relationship Officers (GROs) in Head Office. These staff are responsible for ensuring effective customer services to all customers. The Bank also sponsored GROs to sit professional examinations and certification in 2012.

### Commitments to external initiatives

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

### Investor relations

The Bank takes pride in being at the forefront of investor communications. As a bank with widespread impact, particularly on the African continent, we seek to increase Shareholder confidence and loyalty through regular communications. In addition to the Annual General Meeting attended by local investors, we engage our foreign investors through quarterly conference calls and face-to-face investor forums. We update investors through emails, the Bank's biannual investor newsletter and through our investor relations website.

The Bank also engages the services of internationally renowned investor communications experts to build stronger relationships with investors. Local investors unable to attend the Annual General Meetings and representatives from Shareholder unions meet representatives of the Bank at face-to-face meetings.

The Bank retains one of the leading Registrars in the country to deliver Shareholder services. All issues and queries regarding shareholdings are managed with strict adherence to the Service Level Agreement (SLA).

Percentage of the Bank's security personnel trained in front-line customer care and human relations during the year

>85%

### Addressing key investor concerns

The Bank makes every effort to understand and respond to its investors' concerns.

**Financial sustainability:** The Bank has long considered financial sustainability as a core function of its business. We have taken proactive steps to leverage business models that embrace sustainable development. We also ensure that our products and services meet the social and environmental needs of our stakeholders.

We demonstrate our continued dedication to financial sustainability through our strategic partnerships with the United Nations Environment Programme Finance Initiative (UNEP FI), International Finance Corporation (IFC) and the Dutch Development Bank (FMO). Our aim in maintaining these partnerships is to encourage the wider Nigerian financial industry to focus on incorporating environmental and social risk analysis generally. We believe this approach should apply to overall risk management, agricultural finance, environmental finance, emerging business opportunities in global carbon trading and carbon credit offset investments in Africa.

**Credit rating:** the Bank's credit rating has improved during the year under review from "adequate" to "moderate", reflecting improved market position and business stability after the merger. Access Bank is now one of the top five banks operating in Nigeria and had total assets of (NGN) 1.634 trillion (\$10 billion) as of 31 December, 2012.

**Corporate governance:** the Bank maintains best practices and aims to provide its stakeholders with superior assurance regarding the quality of current corporate governance structures and functions.

The Bank has through the years maintained robust financial and non-financial disclosures. Its strengths include highly diverse Board membership, competent, dynamic, responsible management, strong economic value as well as good ethical practice and transparency.

### Other stakeholder engagements

Our major stakeholders include regulators, governments, Shareholders and investors, employees, customers, suppliers, NGOs, communities and the media. We commit adequate resources to ensuring that we understand the views and needs of all our stakeholders, and also that we are able to respond positively and in a timely manner to their feedback.

The Bank has an Ombudsman unit charged with engaging stakeholders and seeking amicable resolutions to issues of concern, without recourse to traditional dispute-resolution mechanisms. The Bank also has in place a robust whistle-blowing mechanism so that internal and external stakeholders can raise concerns anonymously should they choose to.

### Identifying and engaging stakeholders

We categorise stakeholders based on their interaction with our business activities.

The categories are not mutually exclusive; some groups potentially have interests that cut across a number of areas. We adopt a number of mechanisms to engage stakeholders, 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.

### Regulatory compliance

Access Bank adheres strictly to all regulatory requirements and standards as stipulated by the financial regulators and other governing bodies, in line with the Banks and Other Financial Institutions Act of Nigeria. We always take pride in setting the pace in compliance matters and this is acclaimed industry-wide.

We continually take new measures to enhance our service delivery so that we align with current trends and developments in compliance. This ensures that our products and service offerings conform to regulatory standards and international best practices and ultimately meet the satisfaction of customers and other stakeholders at all times.

### Environmental and social performance

Our continued commitment to environmental issues in Nigeria is evident in our adherence to all stipulated environmental requirements in the conduct of our operations. To this end, the Bank was not exposed to any non-monetary sanctions for non-compliance with environmental laws and regulations. In 2012, the Bank also participated in the survey conducted by the Financial Integrity Working Group of the Alliance for Financial Inclusion (AFI FINTWG) of which the Central Bank of Nigeria (CBN) is a member. The survey questions focused on the impact of Anti-Money Laundering/Combating the Financing of Terrorism (AML/CFT) requirements in the design and offering of financial products and services to people of low income. The result of the project, when implemented, should help reduce the size of Nigeria's unbanked population.

### Human rights

In line with our core values of empowered employees and professionalism, we ensure the Bank adheres to all stipulated human rights laws. As an equal-opportunity employer, the Bank ensures that there is no discrimination against a qualified individual with HIV/AIDS with regards to recruitment, professional advancement, training, compensation, discharge or other terms, conditions or privileges of employment. Also, in line with sections 13 and 14 of the Employee Code of Conduct, the Bank creates an appropriate environment that will ensure equal opportunity in all aspects of employment. It does not tolerate discrimination or harassment of any kind. The Bank therefore strives to provide a safe and healthy working environment for every member of staff.

# Our Approach to Sustainability

## continued

The Bank also acts in a non-discriminatory manner. We abide by all the provisions of the UN Human Rights Charter and international labour laws and ensure that all our staff are treated fairly and in accordance with the highest applicable standards. During and after the successful merger with Intercontinental Bank in 2012, the Bank received no report of any grievance related to human rights.

### Anti-money laundering

The Bank is committed to fighting money laundering and complying fully with the anti-money laundering laws in the countries and jurisdictions in which it operates. As an international financial services company, Access Bank recognises that it has important responsibilities to participate in the global fight against money laundering. No customer relationship is worth compromising our commitment to combating money laundering for.

Accordingly, it is the Bank's policy to take all reasonable and appropriate steps to prevent persons engaged in money laundering, fraud, or other financial crimes, including the financing of terrorists or terrorist operations, from using Access Bank products and services.

The Bank has demonstrated its commitment by collaborating with various leading regulatory agencies in the capacity building of about 97% of the Bank's staff and financial institution customers in the area of AML/CFT. This has taken place against the Financial Action Task Force (FATF) revised 40 recommendations and Nigeria's Money Laundering (Prohibition) Act, 2011.

### Ethics and whistle-blowing

The bank deployed a more robust whistle-blower system in 2012 to enable staff to report unethical activities affecting the Bank so that measures can be taken to address them. The system was outsourced to the KPMG Ethics Line. This has enhanced awareness of the existence of a whistle-blowing channel and increased the confidence of staff and other stakeholders with regards to reporting any suspicious activities or misconduct that could damage the Bank's operations or reputation. This has deterred workplace misdemeanours and strengthened staff integrity and discipline.

To instill the highest ethical and legal standards, and to comply with applicable international laws, Access Bank has appointed an Anti-Bribery Compliance Officer. This initiative ensures compliance with the UK Bribery Act.

As an ethical organisation, Access Bank has demonstrated zero tolerance for bribery and corruption. This is clearly expressed in the Bank's various policies such as its Code of Ethics and Compliance Manual, which clearly defines the nature and characteristics of corruption. The Bank strictly adheres to these guidelines that provide for dismissal of staff and blacklisting of vendors.

About 1,100 staff across the Bank and its subsidiaries received training in 2012 in ethics and Access Bank's whistle-blower system.

### Special Control Unit on Money Laundering Forum

Following the additional Know Your Customer initiative by the Central Bank of Nigeria (CBN) for all accounts categorised as Designated Non-Financial Institutions (DNFIs), which include accountancy firms, law firms, casinos, hotels and religious institutions, the Bank organised the Special Control Unit on Money Laundering (SCUML) Forum.

The forum gave our stakeholders who fall within the category of DNFIs an opportunity to interact with regulators from the Nigerian Financial Intelligence Unit (NFIU), Economic and Financial Crimes Commission (EFCC) and CBN.

The forum was the first of its kind and demonstrated the Bank's leadership in the industry. The SCUML forum provided the opportunity to discuss the challenges and way forward in respect of the new anti-money laundering regulations.

### Public-private partnership

The Bank's corporate philosophy is highly influenced by the principle of sustainability. The Bank has determined that it must be a force for good in the communities in which it operates and within the financial system generally.

We recognise that in all our jurisdictions, the goal of adding value can only be achieved in partnership with other stakeholders in both the public and private sectors and from within society as a whole.

Percentage of our staff trained in anti-money laundering in 2012

97%

Number of new policies approved by the Bank in 2012

53

To this end, the Bank partners with public sector organisations and agencies in a manner that follows international best practice regarding public-private partnerships. The Bank follows the principle of engaging in a joint effort with the public sector to create the conditions for sustainable development and the reduction of poverty. The Bank expressly does not make monetary or non-monetary donations to political parties.

#### Anti-discrimination and recruitment

We do not discriminate against people in any form regardless of race, belief, gender, or social status. We give all our staff equal treatment. Our recruitment process is merit driven and does not discriminate against women or any other group.

We constantly engage our workforce and also ensure that we provide the best working environment, conditions of service, social protection, capacity building and community investment initiatives for the development and comfort of our people. We pay male and female employees the same remuneration without any form of discrimination. We respect and support our staff regardless of their gender.

#### Industry leadership

We demonstrated clear leadership in the field of compliance in 2012 through a variety of initiatives. For example, we received a commendation letter from Ghana's Financial Intelligence Centre for the quality of our AML/CFT training programmes.

Access Bank holds the record for being the first Nigerian bank to be certified in both the Payment Card Industry Data Security Standard (PCIDSS) and for ISO27001. The Bank is represented on the Inspector General of Police/Banker's Security Committee and the Bank's Head of Compliance is the current Chairman of the Police-Bankers Forum (VI Police Division).

We participated in the drafting of the Business Code of Conduct (BCOC) for the private sector in the Democratic Republic of Congo.

Staff at various levels are encouraged to exercise discretionary powers in accordance with the Bank's policies, procedures, and processes. Specifically, we have provided training on "discernment" – meaning the need for all staff to be able to discern specific situations – that might pose compliance issues – and take appropriate decisions.

More than 70% of the Bank's staff were trained in business etiquette in 2012. The Bank also approved 53 new policies and four revised policies in 2012. These have further improved the outlook of the Bank's operations from a compliance perspective.

A total of 35 Access Bank staff registered in 2012 with the renowned Florida-based Association of Certified Anti-Money Laundering Specialists (ACAMS), which will lead to their certification as anti-money laundering specialists. Also, more than 10 staff of the Bank currently hold the ACAMS designation and are serving executives with the Nigeria chapter of ACAMS. This means Access Bank has the largest number of ACAMS members among any financial institution in Africa.

Access Bank has been a member of the Subcommittee on Ethics and Professionalism of the Bankers' Committee (The Chartered Institute of Bankers of Nigeria) since inception. The only times the Bank has ever appeared before the committee concerned a small number of cases inherited from the 2012 merger with Intercontinental Bank.

#### Training in customer care

More than 85% of the Bank's security personnel were trained in front-line customer care and human relations during the year. This has enhanced the role of our security guards from ordinary civil guards to service agents and service touch points.

In line with this approach, the Bank also created the security personnel position of Guest Relationship Officers (GROs) in Head Office. These staff are responsible for ensuring effective customer services to all customers. The Bank also sponsored GROs to sit professional examinations and certification in 2012.

Number of revised policies approved by the Bank in 2012

4

Percentage of security personnel trained in customer care and human relations

85%

# Our Approach to Sustainability

## continued

### Access Bank's Strategic Multilateral Partnerships

Partner	Profile	Involvement of Access Bank
<b>United Nations Global Compact (UNGC)</b>  	<p>The UNGC is a strategic policy initiative for businesses. It is committed to aligning the operations and strategies of businesses with 10 universally accepted principles in the areas of human rights, labour, the environment and anti-corruption.</p>	<p>Access Bank is the only African organisation belonging to the UNGC's Women's Empowerment Principles Leadership Group.</p>
<b>United Nations Environment Programme Finance Initiative (UNEP FI)</b>  	<p>The UNEP FI is a unique global partnership between the United Nations Environment Programme (UNEP) and the global financial sector.</p> <p>UNEP FI works closely with nearly 200 financial institutions who are signatories to the UNEP FI statements, and a range of partner organisations to develop and promote linkages between sustainability and financial performance.</p>	<p>Access Bank collaborated with the UNEP FI and other multilateral organisations in the organisation of the Nigeria Sustainable Banking Principles Capacity Workshop in November 2012.</p>
<b>Global Reporting Initiative (GRI)</b>  	<p>The GRI is a non-profit organisation that works towards a sustainable global economy by providing sustainability reporting guidance.</p>	<p>Access Bank became the only Nigerian organisational stakeholder of GRI in 2009. The Access Bank Sustainability Report has been based on the performance indicators recommended by the GRI since 2009.</p>
<b>London Benchmarking Group (LBG)</b>  	<p>The LBG is a group of more than 100 companies working together to measure Corporate Community Investment.</p> <p>The LBG provides a framework that enables Access Bank to manage its community-focused initiatives by assessing how it fits with its sustainability goals, thereby ensuring that Access Bank does not engage in practices that will expose the Bank to social and environmental risks.</p>	<p>Access Bank is the only Nigerian member of the LBG. Access Bank participated in the LBG 2012 community investment data returns.</p>
<b>Equator Principles (EP)</b>  	<p>The EP are a voluntary set of environmental and social benchmarks for managing environmental and social issues in the development of finance globally.</p>	<p>In 2009, Access Bank became the first Nigerian Bank to sign on to the Equator Principles, thereby adopting its principles for managing the Bank's environmental and social issues relating to project finance.</p> <p>In 2012, the Bank reviewed and upgraded its Environmental and Social Risk Policy Framework in line with the Equator Principles standard. We also expanded our sector-specific policies to four from the initial two. This standard is now being applied to the Bank's lending processes and project finance activities.</p>

Partner	Profile	Involvement of Access Bank
<p><b>United Nations Principles for Responsible Investment (UNPRI)</b></p> 	<p>The UN-backed PRI provides opportunities for organisations closely to align investment practices with the goals of the United Nations and to work together with other investors to address basic Environmental, Social and Corporate Governance issues, thereby contributing to a more stable and inclusive global economy.</p>	<p>Access Bank is the only Nigerian signatory to the UNPRI. The PRI provide the relevant framework for Access Bank to integrate ESCG considerations into its processes.</p> <p>Access Bank participated in the UNPRI annual survey.</p>
<p><b>Business in the Community (BITC)</b></p> <p>A member of</p> 	<p>The BITC is a unique movement of member companies committed to mobilising business for good through Sustainability. The BITC was set up in 1982 and has more than 830 members dedicated to corporate responsibility.</p>	<p>The BITC provides a corporate responsibility index that aids the integration and improvement of responsibility throughout Access Bank operations.</p> <p>Access Bank won the Big Tick award and was part of the BITC’s Responsible Business Special Report which was published in the <i>Financial Times</i> in May 2012.</p>
<p><b>GBCHealth</b></p> 	<p>GBCHealth is a coalition of more than 220 companies that create opportunities for the global business community to fight – and raise awareness about – HIV/AIDS, TB and Malaria worldwide.</p>	<p>Access Bank’s Group Managing Director/CEO Aigboje Aig-Imoukhede, is the co-chair of the organisation. The Bank partners with GBC Health on various initiatives in the health space. This includes healthy women, healthy economies.</p>
<p><b>Nigerian Conservation Foundation (NCF)</b></p> 	<p>The NCF is a charitable environmental organisation in Nigeria which aims to improve the quality of human life through the conservation of nature and natural resources.</p>	<p>Access Bank is a gold member of the Nigerian Conservation Foundation. Access Bank provided funding support for the NCF’s symposium on “Environmental Financing in Nigeria”. Access Bank also supported the NCF during its 2012 Annual Fund Raising and Dance event.</p>
<p><b>Nigeria Business Coalition Against AIDS (NIBUCAA)</b></p> 	<p>NIBUCAA is a coalition of several companies that support businesses implementing workplace HIV &amp; AIDS programmes. NIBUCAA helps strengthen the efforts of organisations fighting HIV/AIDS.</p>	<p>NIBUCAA has been providing support for Access Bank’s workplace policy programme and participates in the Bank’s community projects on HIV/AIDS.</p>
<p><b>Clinton Global Initiative (CGI)</b></p> 	<p>The CGI was established in 2005 by former United States President Bill Clinton. The CGI convenes global leaders to create and implement innovative solutions to the world’s most pressing challenges.</p>	<p>In September 2012, Access Bank participated in the CGI Annual Meeting in New York City.</p>

# Customers

Our customers are key to our existence and we never take them for granted. We take deliberate steps to understand their needs and always aim to surpass them.

## Customer management

During the year, we took a variety of steps to assess our relationship with our customers. We also completed an in-depth analysis based on actual customer experiences and analysed our practices regarding overall management of our customers, including the acquisition, retention, engagement and satisfaction stages of the customer relationship process. Specifically, we analysed:

- 1 How we identify and select customers
- 2 How we deliver our service to customers
- 3 Proactive customer engagement activities (including events and surveys)
- 4 Feedback from our customer engagement activities
- 5 Customer satisfaction and ratings
- 6 Service improvement initiatives

## How we identify and select customers

We consider a variety of criteria, including the following:

- **Personality/Character:** The Access Bank customer must be an individual or institution with an impeccable character. This therefore excludes individuals or institutions who are declared as or known as, terrorists and fraudsters. Staff are required to comply with the Know Your Customer (KYC) policy in connection with this. As a responsible organisation, we focus not just on profit, but also on the individual.
- **Gender:** The Bank seeks sustainable customer relationships without discrimination. We do not discriminate in our choice of customers based on the gender of the person. We also have specialised products to encourage diversity and gender empowerment.
- **Nationality:** Our customers may be any country of origin, although the customer must have legal status as a national or an alien in the country of residence.

## Key issues in the marketplace

### Service quality

The Bank is focusing on building its capacity for world-class service.

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For further information

### Employee engagement

We take steps to ensure employee morale and productivity remains high.

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For further information

### Empowering our female staff

We help female employees build their leadership competencies so that they can assume future leadership roles within the organisation.

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For further information

### Labour rules on child labour and forced labour

There is no significant risk of the occurrence of child labour, forced labour or compulsory labour in our operations

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For further information

### Measuring employee satisfaction

We measure employee satisfaction so that we can evaluate our people management practices and better understand employee motivation.

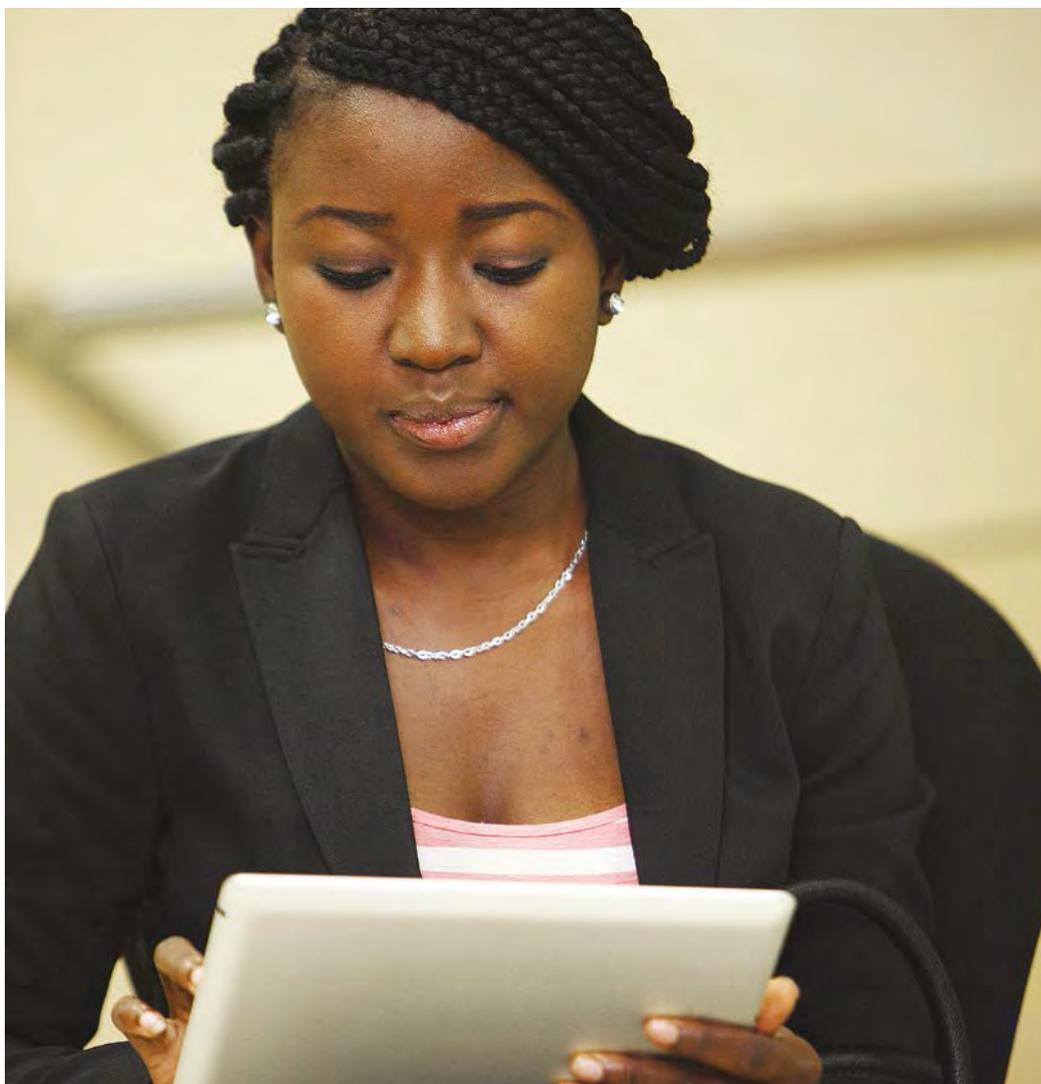
**Pages 44-47**  
For further information

### International benchmarking

We compared the Bank with 116 international organisations across many industries. Our 2012 performance was better than 2011.

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For further information





- 1 A customer using the Bank's ATM.
- 2 A customer using our Internet Banking on her mobile device.

2

- **Economic/Financial status:** We do not discriminate between income classes in selecting customers. Our products and services serve all the economic strata of the society.
- **Sustainability Initiatives:** We observe key sustainability principles by providing financial services for the under-banked and unbanked, the disabled and senior citizens. We also provide services that economically empower women. We will continue to improve on this aspect of our business.

#### Service delivery

We offer our customers a variety of financial services, ranging from cash withdrawals and cash deposits to the financing/funding of small or capital-intensive projects. To this end, we have categorised our customer segmentation into the following six market segments: Retail, SME, Commercial, Corporate, Public and Financial Institutions/Markets. This segmentation facilitates excellent customer relationship management and service delivery.

In the 2012 KPMG Banking Industry Customer Satisfaction Survey for the Retail, Corporate and SME segments, Access Bank was ranked among the top 10 Banks for each of these segments in Nigeria.

To enhance the Bank's customer relationships and service delivery, we are actively supporting the Access Bank Project 5-Star initiative which was introduced to help standardise, improve and sustain the quality of our service delivery.

As part of Project 5-Star, the quality of the services rendered by Branches and Head Office units are assessed on a 5-Star rating scale using the following criteria that enable superior service excellence:

- T – Turnaround Time
- E – Error Rate
- C – Customer Service
- O – Office Ambience

## Customers continued

### Proactive customer engagement

We continually engage our customers to understand their needs. We also provide the support that is key to creating a long-term relationship, understanding changes in customer behaviour and encouraging customers' loyalty and advocacy.

### Core approaches

- **Business Forums/Meetings:** We organise periodic meetings for certain categories of clients to build relationships. We also organise town hall meetings and customer forums to engage our customers and obtain necessary feedback.
- **Publications/Customer digest:** Our monthly newsletter entitled *Customers' Digest* provides comprehensive information about Access Bank activities.
- **SMS/Email Alerts:** These range from updates about daily transactions, celebration days (birthdays and festive seasons) to information about new products and services.
- **Telemarketing:** We sell products and services to customers/prospects via the telephone. We do this daily through our Contact Centre.
- **Social Media:** We contact customers/prospects daily via Twitter, Facebook and the Bank's website to resolve issues or provide information in response to customer enquiries.
- **Focus Group:** We conduct qualitative research to gather perceptions and opinions about our products and services.
- **Written communication:** These comprise a variety of materials for information or marketing purposes.
- **Circulars:** We issue notices to inform customers about policies, regulations or process changes when required.
- **Marketing calls:** Our relationship officers undertake daily visits or calls to follow up on our customers and to get acquainted with their businesses. This helps us understand how the Bank can serve them better
- **Business events:** We occasionally organise workshops, training courses, dinners or award nights for customers from all segments.
- **Surveys:** To serve customers better, we occasionally ask them to provide quantitative/qualitative feedback through surveys that help us to identify latest service delivery needs. These surveys comprise:
  - Service quality assessments of branches and Head Office support units.
  - Customer satisfaction surveys across strategic business units.
  - ISO9001: 2008 Quality Management System Audits.

- **Advertising:** To keep our customers and prospects informed about new products and services, we place adverts via print media (billboards, newspapers, magazines and flyers) or via electronic media (radio and TV).
- **Guest Frontline Exercise:** Our senior management staff dedicate a full day each quarter to working in frontline roles and directly serving our customers.

### Yearly events and celebrations

#### Customer Service Week

Access Bank celebrated the 2012 Customer Service Week themed **"Be the One"** from 1 to 5 October. During this period, the Bank communicated its Customer Service Week message to more than 4 million customers.

#### Valentine's Day celebration

We ran a creative campaign for Valentine's Day in 2012 that gave a weekend for two holiday package worth N250,000 to more than 600 customers.

#### Other events

We also celebrated New Year, Children's day, Workers' Day, Easter, Christmas and Sallah.

### Handling enquiries and complaints

#### Contact Centre

The Contact Centre engages customers and prospects via phone, email, web-chat, SMS, fax and social media. Customers are also entitled to walk into the Contact Centre which means we also have direct contact with them. The enquiries we handle mainly concern e-banking, general account enquiries, general questions about our range of products and services, specific questions about debit and credit cards, and issues concerning ATMs. About 95% of customer engagement occurs via the phone, email and web-chat.

Percentage of customer engagement that occurs via the phone, email and web-chat

95%



1 Our e-Banking services such as the ATM allows our customers to an all-round world class banking services.

2 A customer utilising one of our many ATMs.

**Top issues/enquiries from customers**

Branch	Predominant issues
<b>E-Banking</b>	Confirmation on activating Access Mobile Complaints on downloading the Access Mobile application Reports on inability to change Access Mobile PIN Complaints about failed transactions Requests for Access Mobile PIN and Token activation Requests for guidance on transfers using Access Mobile Complaints about registering for Access Online Requests for SMS alert activation
<b>Account information/enquiries</b>	Confirmation of account balance Requests for Customer ID to enable viewing of e-statements Requests for e-statements Confirmation of account deposits Requests for account number and account reactivation Requests for branch locations
<b>Product/Services</b>	Enquiries on various products and services
<b>Visa Debit Card</b>	Complaints about non-receipt of cards Confirmation of card readiness Requests to block cards Requests for card activation Complaints about inability to transact Requests for cards to be re-issued Requests for card transfers Requests for PIN reset Requests for account linkage
<b>Visa Credit Card</b>	Requests to block cards Complaints about inability to transact Requests for card activation Requests for cards to be re-issued Requests for travel updates Requests for card e-statements
<b>ATM Queries</b>	Complaints about ATM downtime Reports about trapped cards Complaints about machine dispense errors Requests for reversal of wrongful debits

**Customer Experience Management Team**

This team is responsible for service design, experience management and service remediation/recovery. The unit engages customers through the phone, email, SMS as well as direct contact to resolve complaints and other issues.

**Creation of Mega Centres**

The Bank established 26 Mega branches in the Lagos, PHC and Abuja zones to provide the focused capabilities required for branches experiencing high transaction volumes. These branches carry out operational processes such as receipt, funds transfer and payment services without sacrificing the Bank's commitment to providing top-quality customer service. This new service initiative demonstrates the Bank's commitment to customer satisfaction and to delivering superior financial services.

Each Mega Centre is manned by our best branch services staff and are equipped with robust IT network features. Each Mega Centre features ramps for customers with special needs. With a minimum of 15 staff, each Mega Centre aims to offer accurate customer servicing and fast turnaround time.

**Access Bank Mega Centres**

Regions	Branches		
<b>Lagos</b>	Broad Street	48 Marina	FESTAC
	Aguda	Awolowo Road, Ikoyi	Nnamdi Azikiwe
	Ikota	Adeola Odeku	Ojota
	Egbeda	Ikotun	Ogba
	Ketu	Agege 1	Alagbado
<b>Abuja</b>	Aminu Kano	Adetokunbo Ademola	Cadastral
	Gwagwalada	Wuse	Mararaba
<b>Port Harcourt</b>	Olu Obasanjo	Rumuokoro	Rumukurushi
	Trans Amadi	Plot 105 Olu Obasanjo	

**Number of Mega branches established in 2012**

26



# Customers continued

## Feedback from our customer engagement activities

We document all feedback from our customer engagement work and then use this to create sustainable plans for the benefit of the Bank and its customers. Surveys are a core tool in this respect.

### Surveys

#### Customer satisfaction surveys in branches (retail)

During the year, a survey on helpfulness was deployed among branch customers in Lagos, Benin and Ibadan to solicit their feedback on the staff running our branches. We assessed a range of helpful attributes, including respect, dependability, willingness to assist, product knowledge, patience, service speed and efficiency.

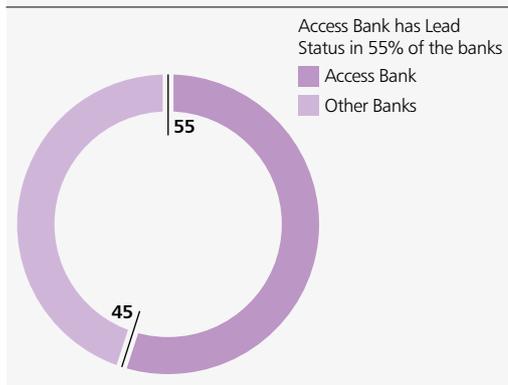
Customers at the surveyed branches gave a 3.77 mean score to the helpfulness attributes of our staff. This translates to a 3\* rating.

#### Corporate customer satisfaction survey

We also conducted a survey among our corporate customers to improve the quality of service to them. The survey helped us understand their needs and determine potential service gaps. We then devised ways of addressing needs and gaps.

The highlights of the report are presented below:

### Access Bank Lead Status %



**Table 1. Customer satisfaction – products**  
Most products attain 3\* satisfaction rating

4.44	Import Finance
4.40	Fixed Deposit
4.29	Payroll Services
4.16	Bank Guarantees
4.07	Fx Sale/Purchase
3.96	Cash Management Services
3.93	BA/CP
3.77	Funds/Transfer
3.67	Long-term Loan
3.57	Short-term Loan
3.36	Internet Banking

### Retail product satisfaction surveys

We ran a customer satisfaction survey about nine retail products to learn what customers think about them. We looked at five factors:

- The customers' motivations for opening the account
- The customers' satisfaction with the product
- The customer Advocacy Loyalty Index (ALI).
- The level of usage of the Bank's e-channel services
- The degree of product improvement required

### Service surveys

We conducted a customer satisfaction survey about transaction alerts in August. Our aim was to conduct a comparative analysis using the outcomes of similar surveys conducted in June and July 2012, and determine if there had been any improvement in the Bank's Transaction Alert Service. Details of the survey distribution are set out below:

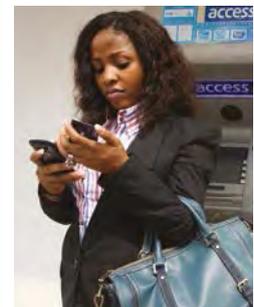
### Survey distribution

Branch	No. of customers called per branch	No. that received alert	No. that did not receive alert
Awolowo Road	23	22	1
Adeniran Ogunsanya	18	18	0
Burma Road Apapa	21	20	1
Allen Avenue Branch	15	14	1
<b>Total</b>	<b>77</b>	<b>74</b>	<b>3</b>
Percentage of customers that received alert			<b>96</b>
Percentage of customers that did not receive alert			<b>4</b>

A total of 77 customers were contacted as part of the survey. The Contact Centre Unit looked at why three customers failed to receive alerts and the findings revealed that the customers were not activated on the alert platform. This has however been rectified.

### Complaints resolution rate

90%



1

### Access Bank Lead Status

Operations/service delivery will require improvement

4.51	Accessibility to RM
4.29	Responsiveness of RM
4.25	Frequency of RM Contact
4.06	Knowledge of RM
3.70	Speed of Service Delivery
3.70	Accuracy/Error Rate
3.27	Fees and Charges
2.98	Quality/Availability of E-Channels



2

We completed a number of steps during the year to enhance the Bank's overall customer experience.

**Customer satisfaction and ratings**

The information below highlights the outcome of the Service Quality Assessments carried out in 2012.

**Branch service quality assessments 2012**

While the Bank experienced system and other related issues during the 2012 financial year due largely to the merger with Intercontinental Bank, we addressed the issues vigorously. Our overall aim is to deliver five-star service quality at all times.

**ISO9001:2008 QMS Audit**

A QMS audit was conducted across the Bank's regions; Lagos, South West, South-South, South East (PHC) and Abuja. The audit verified our compliance to the ISO9001:2008 standard with only minor deviations.

**Subsidiary assessments 2012**

We conducted similar service quality assessments in Q2 2012 in the following countries: Rwanda, Côte d'Ivoire, Sierra-Leone, Zambia, Gambia, Ghana and Congo. The general feedback from the subsidiary assessments was good and the overall Subsidiary Service Quality Rating was four-star.

**Guest frontline visits**

Our Guest Frontline Service Initiative involved Management staff visiting branches to assess service quality and analyse customer experiences. This was implemented once each quarter during 2012 at 205 branches.

**Service improvement initiatives**

We completed a number of steps during the year to enhance the Bank's overall customer experience with a view to improving our Service Quality ratings:

We appointed 47 Quality Ambassadors to conduct service training. All of these staff have qualified with Imperial Associates (the Nigerian Associate of the Service Quality Institute based in the United States). We offered two courses: "Feelings Customer Service Training" and "Leading Empowered Teams for Customer Service" for the Bank's supervisors.

In the course of the year, we conducted continuous assessment of the Bank's branches and Head Office units using the Project 5-Star, ISO9001:2008 QMS guidelines and other Service Quality standards.

We also ran additional training sessions to improve the level of service delivery by staff: Frontline Customer Service Training; Business Etiquette Training; and Quest for Excellence Hour.



3

- 1 Our mobile banking services gives you access to unique banking services on the go.
- 2 Our employees are always ready to help and proffer solutions to all of your business needs.
- 3 A customer of the Bank using the ATM.

# Customers continued

We aim to provide positive resolutions to complaints that are acceptable to both the Bank and our customers.

## Customers' Ombudsman

The Customers' Ombudsman functions as the Bank's ultimate complaint resolution medium. The Customers' Ombudsman is a member of the International Ombudsman Association, which supports organisational ombudsmen worldwide working in corporations, universities, non-profit organisations, government entities and non-governmental organisations.

We aim to provide positive resolutions to complaints that are acceptable to both the Bank and our customers. The Customers' Ombudsman makes recommendations that are compatible with the Bank's policies but does not make binding decisions, mandate policies, or formally adjudicate issues for and on behalf of the Bank.

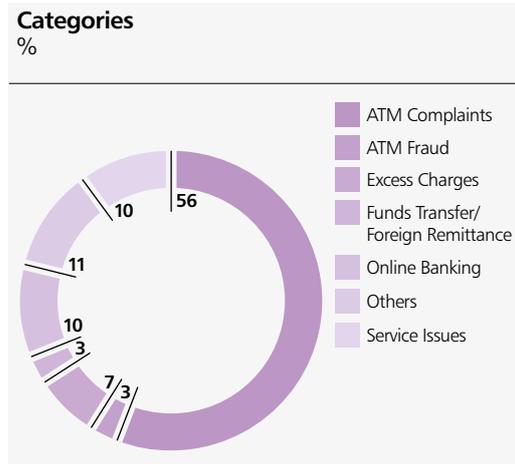
Since its inception in 2009, the Customers' Ombudsman scheme has proven to be very successful. In previous years, we recorded a 60% resolution rate but this had increased to 90% as at the end of 2012. We have received positive feedback from customers.

The Customers' Ombudsman also examines customers' complaints to identify trends, issues and concerns that may directly or indirectly affect the Bank's policies, products, services or procedures.

Customer requests and complaints are treated with utmost confidentiality and are resolved within the shortest time frame. If parties are dissatisfied with the recommended resolution, the Customers' Ombudsman will mediate to ensure a fair settlement is reached.

The Customers' Ombudsman can be reached through any branch of Access Bank. Customers simply need to fill in a form addressed to the Customers' Ombudsman or hand over a written complaint to the Customer Care Officer at any branch of Access Bank. Complaints can also be filed online by sending an email to: [complaints.ombudsman@accessbankplc.com](mailto:complaints.ombudsman@accessbankplc.com)

## 2012 Ombudsman Trend Analysis



Category	Number
ATM Complaints	5,115
ATM Fraud	265
Excess Charges	598
Funds Transfer/Foreign Remittance	304
Loan	8
Online Banking	909
Other Fraud	29
Others	1,032
Securities	50
Service Issues	911
Staff Matters	4
<b>Total</b>	<b>9,225</b>

## Access Bank

Status	Number
Resolved	8,290
Pending	935
<b>Total</b>	<b>9,225</b>

The number of Quality Ambassadors appointed to conduct service training

47



1

- 1 We utilise high levels of professionalism in the discharge of our duties.
- 2 We are committed to making you happy always.



2

# Employees

Our employees are the foundation of the Bank's success and our commitment to high standards of learning and development will ensure they continue to grow as professionals

## Our people, our power

In 2012, there was a sharp increase of 300% in staff numbers following the Bank's acquisition of Intercontinental Bank. Anticipating the challenges this will pose, particularly with respect to capacity development and enhancing staff performance, the Bank focused more on strategic areas for staff learning and development in 2012. Those areas were: service quality, capacity building, operational efficiency, cost management and return on investment (ROI).

## Service quality

In service quality, our strategy is to offer five-star service to all our stakeholders. We concentrate on enhancing our offering by building our capacity for world-class service delivery and ensuring that at all times our staff are able to deliver in all respects. We have also restructured and enhanced the capacity of the Innovation and Customer Experience Management Unit to deliver on this.

## Capacity building

Our strategic focus is to increase leadership capacity in the Bank by 50%. To achieve this, we focused in 2012 on increasing our employees' capabilities by 50%. Across the Bank we were able to achieve training that averaged 40 hours for our professional staff and 16 hours for our support staff.

Since its inception, a total of 2,218 trainees from Nigeria and the other countries in which we operate have attended our executive trainee programme at the Access Bank School of Banking Excellence. The school has continued to create highly skilled and motivated individuals who achieve the highest standards of ethics and integrity.

## Employee engagement

The Bank engaged in a variety of activities in order to ensure employee morale and productivity remains high and to embed in all employees the Access Bank culture and the sense of professionalism that goes with it. These activities also provide us with valuable direct feedback from employees. Key activities in 2012 include the following:

## HR Day sessions

Two HR Day sessions were held for the Bank and its subsidiaries in April and September 2012 with a participation rate of 85%. The theme for the two days were "Building a High Performing Team" and "Working in a High Performing Team." The objectives of these sessions were to help management feel the "pulse" within the workforce, to give employees the opportunity to engage with management directly and to make employees feel important and understand that they have a voice.

## Visioning workshops

The Bank's Group Managing Director and Group Deputy Managing Director had an interactive session with Assistant General Managers and General Managers to increase management's understanding and buy-in of the Corporate Philosophy and 2012 business objectives. The session also allowed the senior Directors to mentor the top management team.

## Access Women Network Annual Conference

The Access Women Network (AWN) was founded in 2011. The key objective of the 2012 AWN Annual Conference is to provide a platform for female employees to accelerate their professional and personal development through interactive learning and development workshops and training. The goal is to provide female employees with the opportunities, tools, networks and support required to cultivate leadership competencies and assume leadership roles within the organisation.

## Access Women Network Mentoring Meeting

The AWN Mentoring Meeting is a quarterly meeting held for female managers and above. The Country Managing Director of Standard Chartered Bank was the guest speaker at the Female Mentoring Series for 2012 which took the theme "Leadership and Women: Improving Performance in the Workplace". She presented a paper entitled "Attempting Work-Life Balance: the Art of Juggling". The three-hour mentoring session provided practical tips on how female managers in the Bank can balance their career aspirations and personal life in order to succeed as leaders in the organisation and a beneficial impact in their local communities.

## Key issues in the marketplace

### Service quality

The Bank is focusing on building its capacity for world-class service.

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For further information

### Employee engagement

We take steps to ensure employee morale and productivity remains high.

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For further information

### Empowering our female staff

We help female employees build their leadership competencies so that they can assume future leadership roles within the organisation.

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For further information

### Labour rules on child labour and forced labour

There is no significant risk of the occurrence of child labour, forced labour or compulsory labour in our operations.

 **Page 44**  
For further information

### Measuring employee satisfaction

We measure employee satisfaction so that we can evaluate our people management practices and better understand employee motivation.

 **Pages 44-47**  
For further information

### International benchmarking

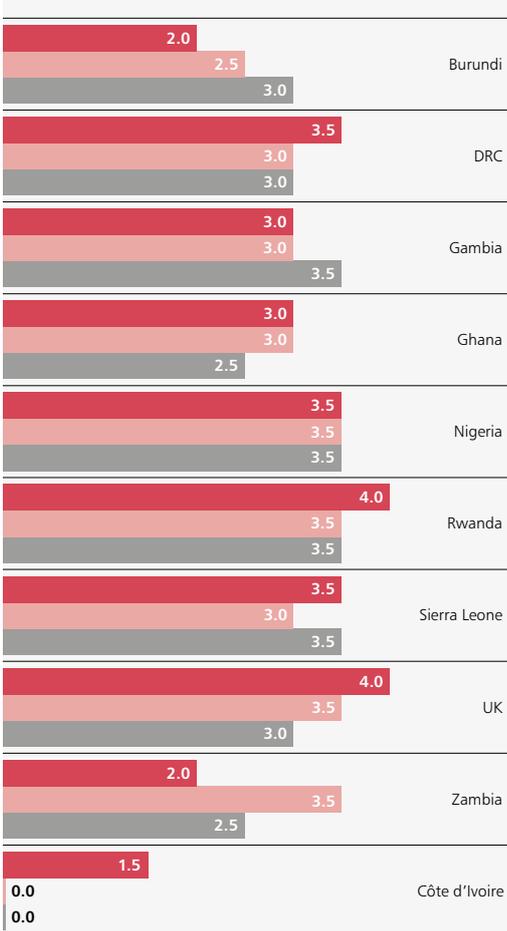
We compared the Bank with 116 international organisations across many industries. Our 2012 performance was better than 2011.

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For further information

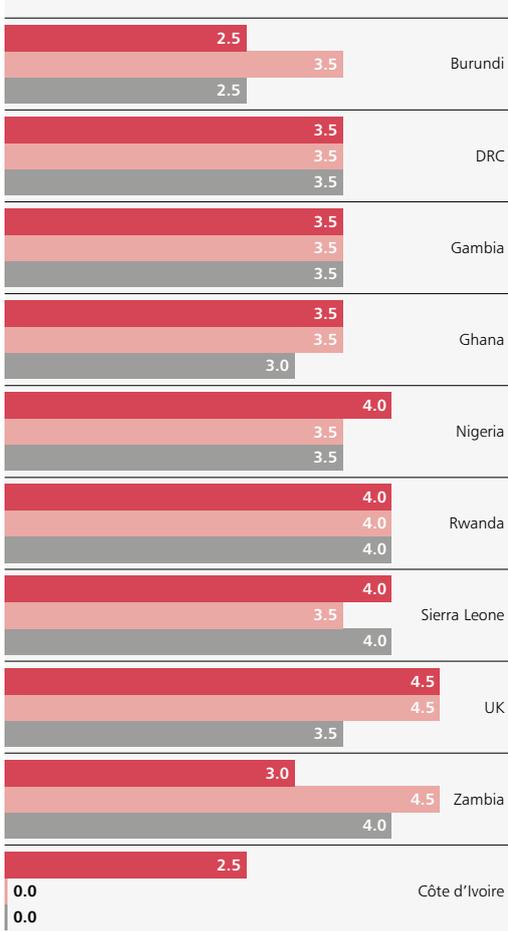


Group Managing Director Access Bank, Aigboje Aig-Imoukhuede and Deputy Group Managing Director, Herbert Wigwe with the Bank's employees who received awards at the 2012 Access Bank CEO Awards.

**Career opportunity**



**My manager/supervisor**



Our target increase for leadership capacity

50%

## Employees continued

### Access Care

Access Bank recognises the fact that a healthy workforce is the foundation of a prosperous organisation and for this reason the Bank is committed to improving the health of its employees. The Bank launched its Access Care Programme in 2009 to help build a healthy workforce and increase employee productivity and motivation with the ultimate aim of delivering maximum returns to customers and stakeholders.

In 2012, we launched the second phase of the Access Care programme with training sessions in the major centres of Lagos, Abuja and Port Harcourt.

Training activities covered occupational health and safety, basic life support and CPR (Cardio-Pulmonary Resuscitation). This equipped staff with a basic understanding of what to do in case of emergency or injury, and how to preserve life, promote recovery and prevent workplace injuries from becoming worse.

The training was administered by certified international trainers and accompanied by full certification from The Royal Society for the Prevention of Accidents (RoSPA) in the UK. The programme included replenishment of existing first aid boxes and deployment of new first aid boxes across branches and strategic business units (SBUs) as well as complementary healthcare services.

By the end of the programme, 600 Access Bank employees across all branches and SBUs, as well as 30 stakeholder organisations such as staff from Non-Government Organisations (NGOs) and the media, had participated in the training.

Participants in the Access Care programme are known as Access Carers and are responsible for the following:

- Maintaining a first aid kit appropriate to the level of training undertaken and to the requirements for the particular workplace;
- Ensuring that first aid skills are maintained at an acceptable level, with attendance at CPR refresher courses where necessary;
- Providing emergency treatment of injury or illness within their competencies and around their workspace; and
- Arranging prompt and appropriate referral for patients who require further treatment (this is done by calling emergency responders using emergency phone numbers provided in the first aid boxes).

### Workplace policy on HIV/AIDS

The Bank does not discriminate against people living with HIV/AIDS in any context such as recruitment, professional advancement, training, compensation, discharge or other terms, conditions or privileges of employment. The Bank will accommodate employees with HIV/AIDS as it does with any other illness as long as they meet acceptable standards of performance and do not pose a health and safety threat to other employees. The Bank also ensures that release on medical grounds is managed in the same way for HIV/AIDS as for any other medical condition.

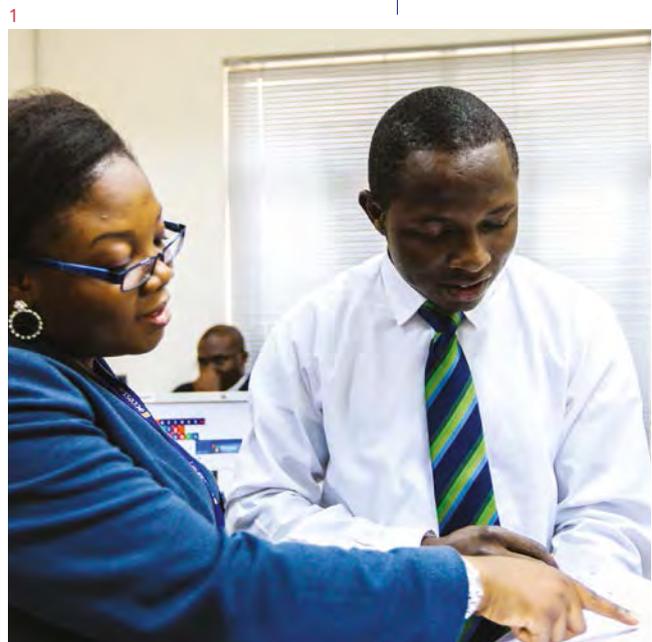
The Bank makes reasonable adjustments in the workplace, or to work processes, for employees with HIV/AIDS. The aim is to keep them in employment for as long as possible, both from a medical and practical point of view. At the same time, the Bank is sensitive and responsive to the concerns of co-workers. It emphasises appropriate education for all employees on health and other issues and in this context works with local and international NGOs on HIV/AIDS prevention programmes.

### Medical assistance and health insurance

The Bank provides medical treatment to all employees, within the limits set by local management and local medical/health insurance schemes.

Number of staff trained in occupational health and safety, basic life support and CPR

600





Access Bank recognises the fact that a healthy workforce is the foundation of a prosperous organisation and for this reason the Bank is committed to improving the health of its employees.

- 1 Our employees are keen in achieving set goals and targets at all times.
- 2 We have a dedicated team of employees that work as a team to deliver the best to our diverse stakeholders.
- 3 Our contact centre is available to provide you with excellent customer services 24 hours every day.

# Employees continued

## Employee Satisfaction Survey results

The results of the Employee Satisfaction Survey (ESS) were communicated on a branch-by-branch basis. We took feedback from employees and fed this into future plans to improve staff morale and productivity.

## Team-building for top management

Members of the senior management team based in Nigeria attended a two-day Team-Building & Leadership Development Programme. The objective of this initiative was to increase team cohesion and effectiveness, and enhance the ability of senior management to implement the Bank's strategic objectives.

## Train-the-trainer in the Access Way

In March, we gathered supervisors together to communicate the Access Way, through the revised core values of the Bank. This was a half-day session in a wider 2 1/2-day Performance Management training programme that aimed at improving supervisors' capabilities as frontline HR managers and increase their understanding and buy-in to the Corporate Philosophy. The training equipped supervisors to train officers who report to them, ultimately improving employee-supervisor relationships and productivity levels.

## Labour rules on child labour and forced labour

Our operations do not carry a significant risk of incidents of child labour, forced labour or compulsory labour. Our minimum qualifications for employment ensures that no child could be employed in any case by the Bank. The Bank's employment contracts also allows for termination of the contract by either party. The Bank has put in place an Environmental and Social Risk-Management Policy (ESRM) and also adopted the Equator Principles. For outsourced functions, our contracts with the outsourcing companies concerned ensure compliance with our policies on child labour and forced labour.

## Employee satisfaction and motivation

The 2012 employee satisfaction survey focused on:

- Measuring the level of employee satisfaction in 2012 and understand the trend from 2010;
- Understanding how well the Group is doing on its people-management practices; and
- Gaining insights into what motivates employees and what affects attrition levels across the Group.

A total number of 3,420 employees – 89% of the Bank's staff – participated in the survey. The participation rate has increased on a year-on-year basis.

## Employee Satisfaction Index

Overall satisfaction level for the Group has remained stable in the past three years at an index of 3.5. However, in absolute terms, there has been a drop to 70.52% (2012), compared to 74.2% (2011) and 71.5% (2010). The drop in 2012 is due to the impact of the integration following the acquisition of Intercontinental Bank.

## Satisfaction index by country

### Countries showing increased satisfaction levels

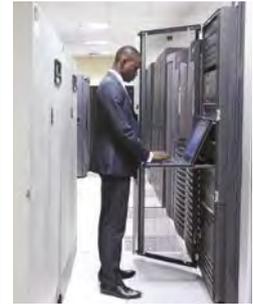
Satisfaction levels increased in the UK and Rwanda due to strict adherence to the approved employee engagement programme in those countries.

### Countries showing a reduction in satisfaction levels

**Gambia:** the decline was due largely to a change in Managing Director and how low profitability levels have impacted employees' perception of their job security.

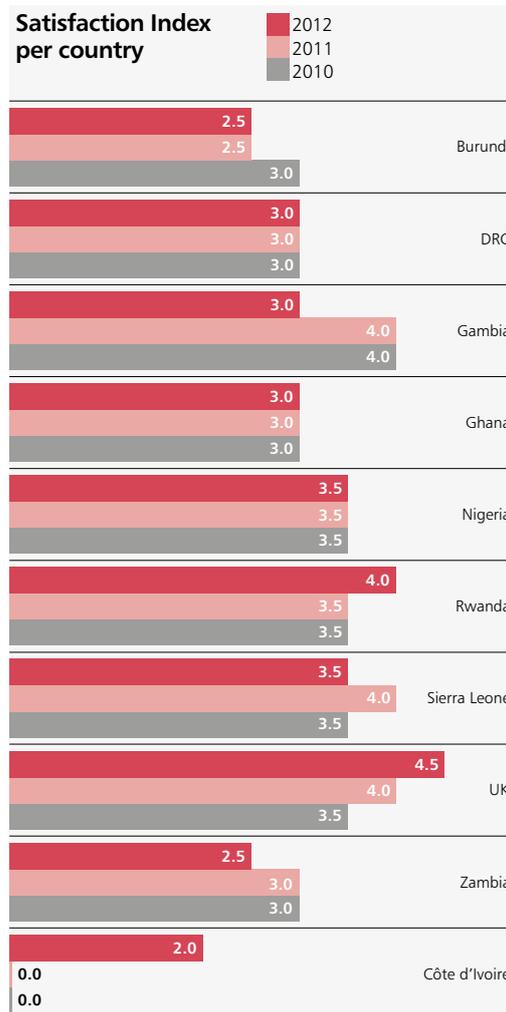
**Sierra Leone:** employees are unhappy with the Bank's pay package.

**Zambia:** the decline was due to uncertainty about job security following the country's recapitalisation agenda.



1 Access Bank cutting-edge IT infrastructure and highly knowledgeable staff.

2 We provide a cutting-edge banking infrastructure for our employees to perform optimally.



**Satisfaction index by grade level**

The increased satisfaction level among the top management team is as a result of various team-building initiatives that have helped build cohesiveness and enhance understanding of the Bank's Corporate Philosophy. The higher satisfaction seen among Officers is attributable to the career advancement opportunities introduced in February 2012.

**Satisfaction index by age**

There was a slight drop in satisfaction among employees within the 50-59 age range owing to dissatisfaction with the Bank's retirement practices.

**Satisfaction index by gender**

The satisfaction index for females remained constant at 3 (lower than for the males), probably reflecting to work/life balance challenges. The Access Women Network, which was introduced in December 2011, is expected to have a positive impact on the 2013 survey result.

**Satisfaction index among top performers**

Given the initiatives introduced in 2011 for the management of Key Talents, the increase (in absolute satisfaction levels among top performers) from 72.50% in 2011 to 74.68% in 2012 is due to attendance at various overseas programmes. There is, however, the need to implement the mentoring programme effectively for Key Talents.

**Core competencies**

**Competencies with satisfaction indexes of 3.5 and above**

These are the competencies in which the Group has achieved its targeted level of 3.5.

**Competencies with satisfaction indexes below 3.5**

These are areas the Group needs to improve upon as they are below the targeted level of 3.5.

**Competencies showing increases in satisfaction level**

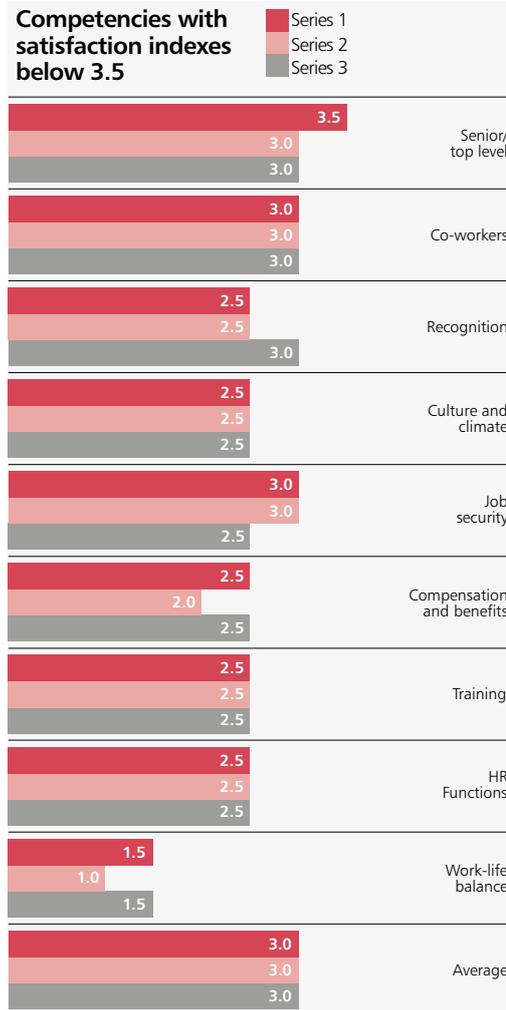
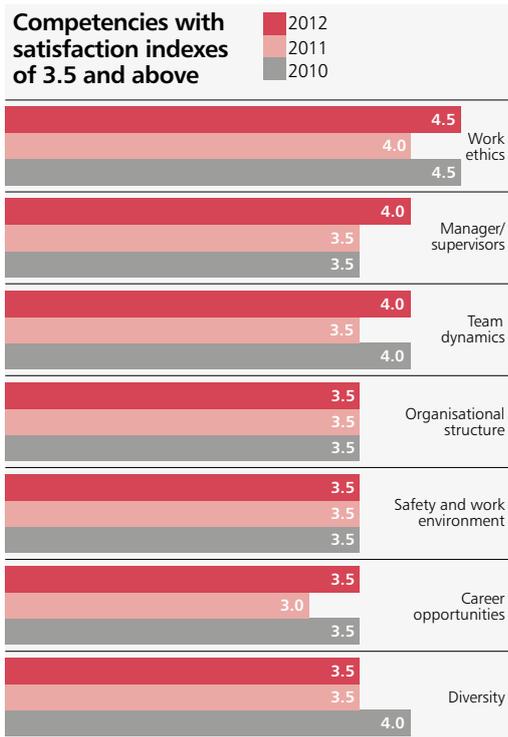
The introduction of the Group CEO's award had a significant impact on the issue of "recognition". However, there is the need to leverage the initial impact of the award by building additional motivation and excitement across the Group.

Although this particular competence increased, employees are generally dissatisfied with the Bank's compensation and benefit practices even though the Group is at the 80th percentile in most countries in which it operates. The Group recognises it must improve its rating by doing a better job of communicating the Bank's practices to employees.

Although there was an increase in satisfaction levels in some countries, we will work on improving employees' understanding of the Bank's Performance Management System.



2



# Employees continued

There was an increase, in some countries, in the Group's rating regarding Team Dynamics and Manager/Supervisor relationship. The reasons for this vary from one market to another:

**Nigeria:** training programmes in 2011 increased the ability of team leaders to build high-performance teams.

**Sierra Leone:** the leadership team focused on enhancing the understanding of business objectives through corporate retreats and one-on-one discussions.

**Cote d'Ivoire:** following the completion of restructuring activities, there was an enhanced level of trust between employees and their direct reports.

The increase in Ghana is largely due to the impact of integration-related activities that focused on building a workforce that has a common purpose. The increase in Rwanda is attributable to improved quality of supervision and leadership arising from effective employee engagement.

There is generally a poor understanding and appreciation of the Bank's Corporate Philosophy. The reasons for this vary from one market to another:

(a) Nigeria: impact of the integration activities and the postponement of the brand internalisation project.

(b) Subsidiaries excluding UK: poor implementation of the brand internalisation project.

A re-launch of the brand internalisation project will help in increasing buy-in and understanding of the revised Corporate Philosophy

With the exception of the UK, employees are generally dissatisfied with the role of the Bank's HR Function due largely to:

(a) Poor championing of employee issues especially work/life balance, reward practices and job security.

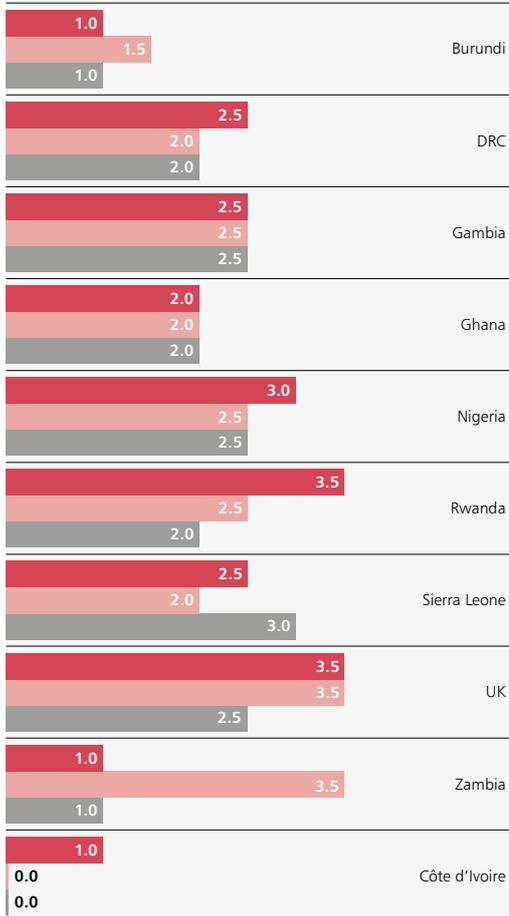
(b) People management practices, especially performance management, are not well understood within our HR Function.

There is an increasing need to build the capabilities of our line managers to help them perform their role more effectively.

The delay in communicating training plans for 2012 to employees had a negative impact on this rating.

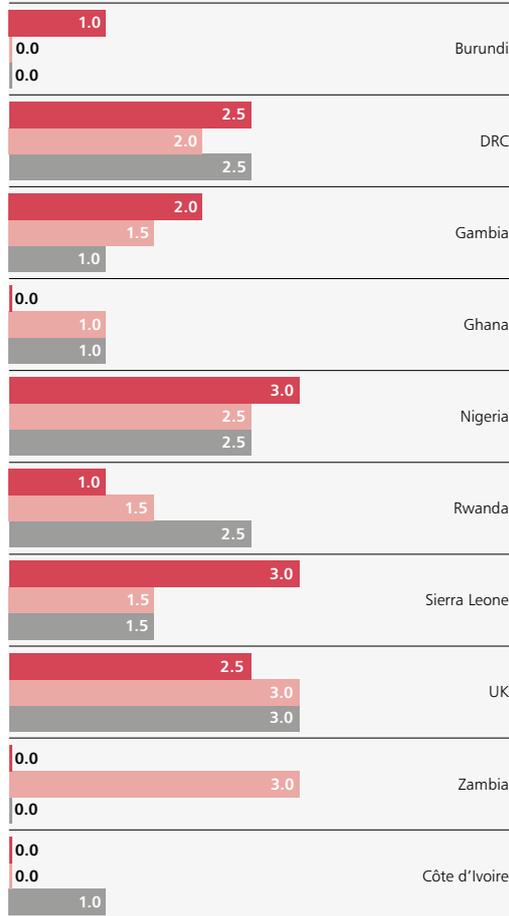
## Recognition

2012  
2011  
2010



## Compensation and benefits

2012  
2011  
2010



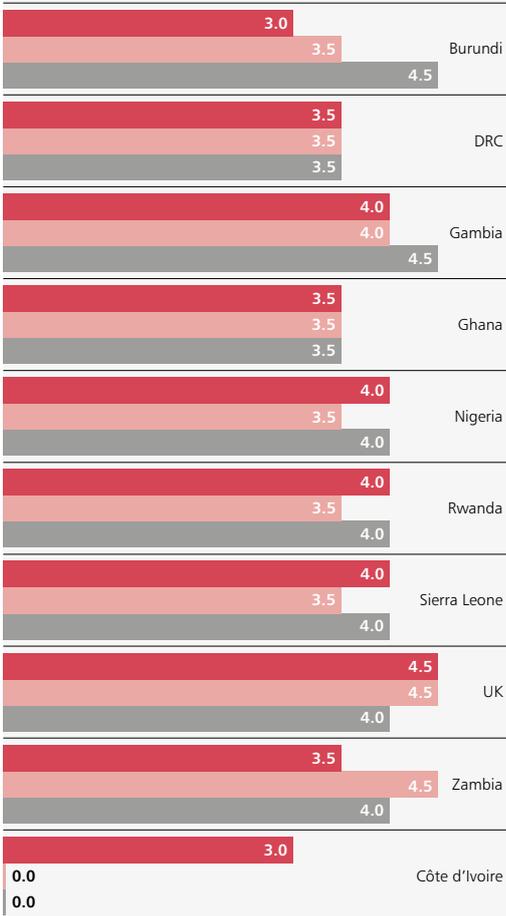


1

1 Excellent service is at the heart of our operations; professionalism is our watchword.

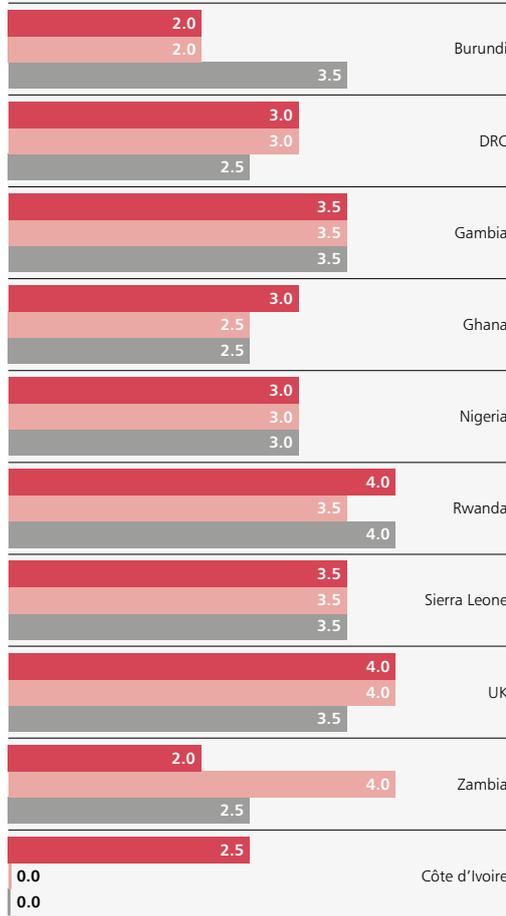
### Team dynamics

2012  
2011  
2010

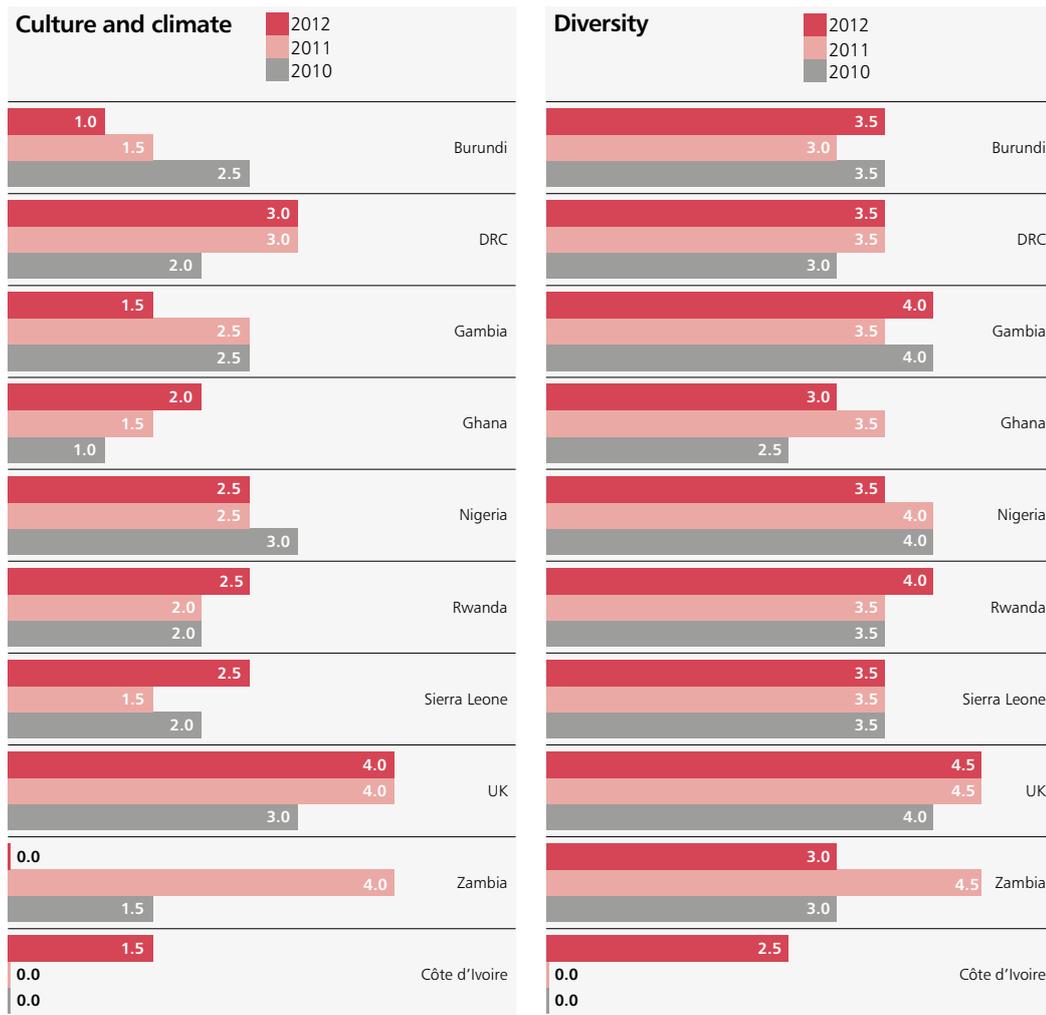


### Co-workers

2012  
2011  
2010



# Employees continued



## Core competency benchmark ranking

We benchmarked the Bank against 116 international organisations spanning a wide range of industries (including banking, medical, manufacturing, government, retail, wholesale, hospitality, consumer and education). Access Bank's performance improved slightly with an average percentile of 55% as against 51% compared to 2011.

	2010 Ranking	2010 Percentile	2011 Ranking	2011 Percentile	2012 Ranking	2012 Percentile
<b>Org. Structure</b>	8th	89%	10th	73%	10th	90%
<b>Recognition</b>	33rd	64%	46th	60%	19th	86%
<b>Team Dynamics</b>	17th	75%	32nd	61%	19th	81%
<b>Career Opportunity</b>	18th	79%	23rd	77%	22nd	81%
<b>My Manager/Supervisor</b>	43rd	56%	57th	88%	28th	80%
<b>Senior/Top Level</b>	15th	81%	20th	79%	24th	79%
<b>Workplace Ethics</b>	17th	76%	25th	71%	26th	74%
<b>Co-workers</b>	26th	65%	37th	60%	43rd	61%
<b>Diversity at Work</b>	18th	55%	21st	55%	31st	46%
<b>Culture and Climate</b>	48th	54%	70th	44%	76th	46%
<b>Compensation and Benefits</b>	30th	63%	72nd	27%	71st	37%
<b>Training</b>	49th	35%	62nd	34%	73rd	35%
<b>HR Function</b>	29th	37%	44th	25%	52nd	29%
<b>Job Security</b>	33rd	54%	52nd	40%	74th	27%
<b>Safety and Work Environment</b>	31st	31%	49th	21%	65th	17%
<b>Work/Life Balance</b>	60th	5%	80th	1%	94th	3%

Type	Programme name
<p><b>Technical training</b></p>	<p>Retail Masterclass (2 streams)                      Effective Sales &amp; Marketing (3 streams)                      International Academy of Retail Banking                      Account Officer Programme                      Oil &amp; Gas Masterclass                      Asset &amp; Liability Management                      ITIL                      Java/WebSphere                      IT Risk Audit Seminar                      Executive Programme for Personal &amp; Special Assistants                      Annual Banking &amp; Finance Conference                      Executive Retreat: Power Sector                      Business Process Analysis Workshop                      Treasury Dealership Certification                      Oil &amp; Gas Fundamentals                      Risk-Based Approach to Compliance                      Securities Trading Simulation Game                      HR Competency Framework                      Employment Law &amp; Contract for HR Professionals                      PPP Finance &amp; Transport Management                      ICAN Annual Conference                      ACI                      Leasing Programme                      Automated Credit Programme (20 clusters)                      Global Trade Finance Training (3 Streams)                      Foreign Exchange and Money with Simulation                      Advanced Business Simulation                      Foreign Exchange Manual &amp; Utilisation Guidelines (2 streams)                      Foreign Exchange and International Trade Finance                      Payment Basic Training                      Work Knowledge on Postcard, Postillion Navigator and FEP                      Cheque Truncation                      Corporate Fraud Detection, Prevention &amp; Control                      Risk-Based Auditing                      Basic Credit (4 streams)                      Intermediate Credit (2 streams)                      Account Officer Programme (2 streams)                      Lease Conference</p>
<p><b>Process training</b></p>	<p>Train-the-Trainer on TSD SOPs (All staff in branches)</p>
<p><b>Organisational knowledge</b></p>	<p>Performance Management for Officers (50 streams)                      Performance Management for Supervisors (16 streams)                      HR for Line Managers (8 streams)</p>
<p><b>Organisational loyalty</b></p>	<p>Service Excellence (132 Streams – support staff)                      Whistle-Blowing                      Etiquette Training (56)                      Feelings                      AML Quarterly Training                      Access Care Programme                      Career Fair for Women (4 sessions)                      Women’s Quarterly Session                      Service Quality Institute Training                      LET Training (12 streams)                      Customer Service Training                      Human Element in Disaster Management                      WIMBIZ Annual Event                      AML for Management Staff                      AML for Branch Services                      Teller Customer Service Training</p>

# Environment

Access Bank is committed to integrating environmental and social risk issues into its decision-making process.

As a responsible organisation, we have aligned the way we manage our environmental impacts with global best environmental standards. We have also built strong partnerships across leading global institutions by supporting local and international conventions and protocols, codes of conduct, and incorporating Environmental and Social Risk Management (ESRM) best practices into our business operations. We have also developed and revised our ESRM policy to create a more robust approach and accommodate new industry initiatives. These include:

- Development of environmental and social (E&S) policies and procedures;
- Development of sector-specific policies for Oil & Gas and Cement;
- Deployment of customised sustainable finance toolkit, to be used for screening transactions that have E&S risk components; and
- Capacity building workshop.

Due to increasing global impact of environmental challenges, there is substantial pressure on organisations today to consider the preservation of the environment as a primary business strategy. At Access Bank, we are carefully building on our efforts to make a lasting impact on the environment by developing a robust environmental management system that leads to the reduction and effective management of our carbon footprint.

## Environmental sustainability strategy

During the year, we set in motion a plan to implement and manage our environmental activities, and to assess our overall direct and indirect environmental impacts. Our robust Environmental Sustainability Plan seeks to manage and reduce Access Bank's environmental footprint by promoting low-carbon initiatives internally such as improved energy efficiency and use of alternative energy sources. We continually take steps to integrate green behaviours into our daily work practices.

## Global best practice benchmarking

We are benchmarking our activities to align with global best practices in environmental performance with regards to our environmental footprint, energy efficiency and energy sources, waste management and procurement processes. To this end we have taken action towards creating an industry standard that incorporates these considerations and involves the following initiatives:

- Development of an environmental sustainability position statement;
- Comprehensive carbon footprint management;
- Energy audits;
- Communication and awareness campaign;
- Environmental management web portal;
- Staff capacity building workshop; and
- Waste reduction and recycling systems.

## Key issues in the marketplace

### Our Environmental Sustainability Plan

We continually take steps to integrate green behaviours into our daily work practices.

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For further information

### Sustainability and lending

Our sustainable finance toolkit screens all client transactions to address their environmental and sustainability risk issues.

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### Client engagement

We are working with clients to cut out environmental and related risks in core business sectors.

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### Using resources wisely

We carefully monitor our consumption of energy, fuel, water and paper and adopt recycling whenever possible.

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For further information



### ESRM policy review

In 2012, the Bank reviewed and expanded the scope of its ESRM policy to align further with global best practices. The policy was expanded based on the need to create a robust and more inclusive guide for our E&S considerations. We also created specific guidelines to focus on those sectors that we consider to have a high potential environmental impact. To this end, we have enlarged our sector focus to include Oil & Gas, Cement, Power and Agriculture.

### Customised sustainable finance toolkit

We use a sustainable finance toolkit to screen all client transactions to determine and address their E&S risk issues. The toolkit not only helps to analyse the transactions, but also gives the Bank the opportunity to work closely with clients so that we can address lending issues together.

### Client engagement

We are currently working on engaging our clients in the high-risk sectors of Oil & Gas, Power, Cement, Power and Agriculture to create awareness of E&S risk issues in their projects. The benefit of this is to eliminate all long-term credit, litigation and reputational risks as a result of non-compliance with E&S standards.

### Due diligence and cost/benefit analysis (CBA)

During the year, we re-evaluated the Bank's past project finance activities. Our rationale was to perform E&S due diligence on category A and B projects that we financed with a view to ensuring that the agreed action plan had been implemented and that the client had complied with all relevant loan covenants. Category A and B are high-risk projects as defined by the Equator Principles. We also analysed the potential costs and benefits that may arise from integrating ESRM needs into the Bank's business operations.

### Setting out ESRM needs in loan documents

Integrating ESRM issues into our project finance activities has been successful and at year-end we were working on plans to take this programme a step further. We intend to set out ESRM considerations in writing by incorporating them into the Bank's Term Facility Agreements and offer letters. We believe this will encourage our clients to address the relevant ESRM issues that arise in category A and B project finance activities. In this manner, the Bank is providing further leadership in ensuring adherence to ESRM in all its lending activities.

2

- 1 A mangrove forest in the Niger Delta Part of Nigeria.
- 2 The environment.



# Environment continued

## Environmental initiatives

As in past years, we took a number of concrete initiatives to manage our consumption of energy, fuel, water and paper.

### Energy Reduction

We reduced our energy consumption despite the increased number of branches and service outlets following our merger with Intercontinental Bank. Installation of video conferencing facilities at the Bank's head office, and better use of teleconferencing, was a major factor in cutting business travel by more than 25%.

### Procurement Policy

Our procurement policy continues to reflect our commitment to the protection of the environment. For example, we only purchase eco-friendly air conditioners and cooling systems for our offices. We only procure energy saving bulbs for lighting thereby reducing energy consumption and heat emissions to the environment.

### Diesel Use

Unfortunately, we had limited success in the past year in implementing our policy regarding early shut-down of generators. This was due to operational issues that arose from our merger with Intercontinental Bank.

### Energy Generation and Consumption

The Bank used indirect energy sources for power generation during the year. To this end, the Bank relies heavily on diesel powered generating plants to generate power and run boreholes for water. Across the Bank, we consumed about 7.8 million litres of diesel in 2012. This was used to generate power and run the boreholes. However, as part of our sustainability management plan, we are currently exploring other, cleaner alternatives, so we can reduce diesel usage in future.

### Water Usage

Our main sources of water are boreholes and the state-owned Water Corporation.

### Transport

Our Logistics and Fleet Management team manages the Bank's transport fleet. The merger with Intercontinental Bank resulted in a higher number of vehicles. There were more road journeys during the year and this was as a result of the work that went into finalising the merger. However, despite this increase, we successfully controlled fleet costs. The total amount spent on fuelling the Bank's vehicles in 2012 was approximately N108.71 million, with petrol consumption amounting to 1.12 million litres.

## Paper Usage

The Bank has outsourced its printing and photocopying to reduce wastage and ensure proper monitoring and tracking of these activities across the Bank. Our system of printing front-and-back only continues in respect of all internal correspondence. We are in the process of implementing a mandatory paper-and-print saving initiative to cut printing and paper use by 50% across the Bank. At year end, we were in the process of migrating all our paper-generating processes to e-platforms. The Bank is currently exploring cutting the volume of printed hard copy displays and other marketing collateral.

The Bank consumed about 20,242 reams of paper in 2012, equivalent to some 12,145 Kg in weight (assuming 0.6Kg per ream). Paper currently accounts for 98% of the materials used by the Bank. We are however working to ensure that within the next five years, paper usage by the Bank will have positive environmental impact.

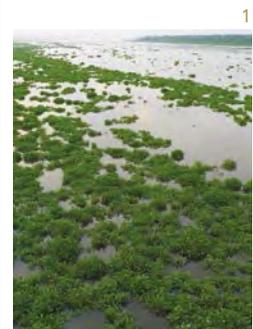
### Consumption of paper and electricity

Resource	Amount
<b>Amount spent on paper in 2012</b>	<b>N10,890,350</b>
Cost per ream	N620
No of reams consumed	N20,242
Weight per ream	N0.60
Weight of paper consumed in Kg	12,145
<b>Amount spent on PHCN* – supplied electricity in 2012 – Head Office &amp; Annexes</b>	<b>N75,583,877</b>
Cost per Kilowatt as per PHCN Bill	N22
Kilowatts consumed in 2012	3,435,630
<b>Amount spent on PHCN* – supplied electricity in 2012 – Branches</b>	<b>N296,898,983</b>
Cost per Kilowatt as per PHCN Bill	N22
Kilowatts consumed in 2012	13,495,408

\*PHCN – Power Holding Company of Nigeria Plc

Percentage reduction  
in business travel

25%



1



2



3

We are in the process of implementing a mandatory paper-and-print saving initiative to cut printing and paper use by 50% across the Bank.

**Rapid Risk Screen Assessment Report**

**User Guidance:** These reports serve as a document of record for your organisation’s environmental and social risk sign-off/approval process. Please note: (1) this report is saved on the Toolkit database and can be retrieved in the “Completed Assessments” section by searching either the project/client name or assessment ID (provided above); and (2) additional comments added to a retrieved assessment online will be incorporated and automatically replaced on the database with an updated version of the PDF report (previous comments are not overwritten).

Transaction Details	
Financial Product Type	Equator Principles: Project Finance > USD 10mln
Country	Nigeria
Project Name	Oil Mining Lease 42 (“OML 42”)
Project/Asset Value (USD)	400,000,000m
Loan Tenor (Months)	60
Business Region	Africa
Bank Role	Mandated Lead Arranger
Assessor Team	Credit Risk Management
Transaction Sector	Oil and Gas: Offshore
Client Name	Neconde Energy Limited
Client/Transaction Status	Existing
Loan Amount (USD)	80,000,000m
Bank Division	Commercial Banking
Project Type	New ‘Greenfield’ Development
Assessor Location	Nigeria

Rapid Risk Screen Assessment Summary	
Financial Product Type	Equator Principles: Project Finance > USD 10mln
Sector	Oil and Gas: Offshore

- 1 A swamp.
- 2 A harbour at night time.
- 3 A creek in Nigeria.

# Environment continued

## Risk Alert Issues Identified (Yes):

- The project may involve potential negative social impacts involving natural resources, indigenous peoples, involuntary resettlement or cultural heritage.
- The project may involve potential negative environmental impacts involving damage to natural habitats, air and water pollution, hazardous wastes or endangered species.
- The project may result in an increased risk to local communities (e.g. from fire, explosion, traffic, disease, use of security personnel, etc).
- There is significant ongoing local or international protest directed at the project/asset site.

## Potential Risk Alert Issues Identified (?):

No potential alert issues identified.

## Recommended Action

Risk Alerts identified: This transaction requires further Environment & Social (E&S) due diligence. Please complete the Sustainability Assessment Tool and then discuss further due diligence and escalation requirements with your E&S Business Partner and the E&S Risk Manager.

## Sustainability Assessment Report

Transaction Details	
Financial Product Type	Equator Principles: Project Finance > USD 10mln
Transaction Sector	Oil and Gas: Offshore
Country	Nigeria
Transaction Status	Existing
Project/Asset Value (USD)	400
Loan Tenor (Months)	60
Bank Division	Commercial Banking
Business Region	Africa
Project Type	New 'Greenfield' Development
Bank Role	Mandated Lead Arranger
Project Phase	Construction
Assessor Location	Nigeria
Assessor Team	Credit Risk Management
Project Name	Oil Mining Lease 42 ("OML 42")

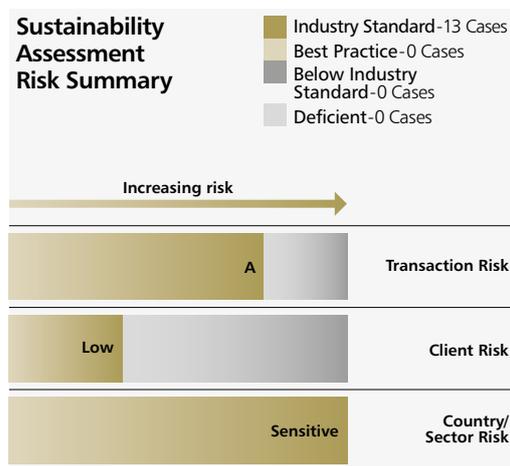
## Assessment Outcome Summary

Transaction Risk Category	
Overall Transaction Risk Categorisation	Category A
Override Category	N/A
Override Justification	N/A
Client Risk Rating	
Overall Client Risk	Low
Override Rating	N/A
Override Justification	N/A
Country/Sector Risk Sensitivity	
Sensitivity	Sensitive
Country Name	Nigeria

Client Performance Summary	
Commitment	Industry Standard (Low)
Capacity	Industry Standard (Low)
Track Record	Industry Standard (Low)
Overall	Industry Standard (Low)

## Client Performance Indicators

Review cases where client performance indicators could be improved. For recommended actions refer to Annex B.



## Recommended Action: Final Category A High Risk: Escalate to the E&S Business Partner and the E&S Risk Manager Conditions To Proceed

- 1 Confirm the categorisation level and discuss any subsequent actions on the high-risk issues identified.
- 2 Environmental and Social Impact Assessment (ESIA) and Environmental and Social Management Plan (ESMP) required from the client. Conduct site visit if deemed necessary and complete a Site Visit Checklist.
- 3 An independent third-party E&S Consultant should be engaged; issues identified in the Sustainability Assessment can inform the terms of reference for independent consultant advice.
- 4 Engage with the project sponsor (and other stakeholders if appropriate) to determine mitigation and management measures.
- 5 Incorporate E&S conditions into loan covenants and documentation. Conditions need to be approved by the E&S Business Partner and the E&S Risk Manager. Advice from the legal department should be sought.
- 6 Record the final decision and enter the final assessment in the appropriate internal management systems. Ensure issues are monitored at subsequent project reviews.

## Annexes

### Annex A: Summary of Transaction Risks and Potential Solutions

Risk Category	Identified Transaction Risk Items	Potential Solutions
Indigenous Peoples	Adverse impact on Indigenous Peoples.	<b>Indigenous Peoples Development Plan – IPDP:</b> The client should be required to seek professional advice in the development of an IPDP (or similar document) and necessary consultation activities. Covenant plan, require regular reporting <b>and</b> independent review of implementation.
Risk Category	Potential Transaction Risk Items	Potential Solutions
No potential issues identified		

### Annex B: Summary of Client Risk and Recommendations for Improvement

Commitment	Client E&S Performance Indicators	Recommendations for Improvement
<b>Industry Standard</b>	<b>Standard E&amp;S Policy:</b> The client's policy states its commitment to: (a) comply with standard industry approaches (e.g. IPIECA Good Practice Guidance for the Oil & Gas Industry) and national legislation; (b) address all key E&S risks resulting from, or relevant to, its activities (e.g. oil spill response, atmospheric emissions, impacts of dredging, use of drilling muds); and (c) engage and disclose all relevant E&S information to its stakeholders (e.g. local fisheries and other sea users).	<b>Environmental and Social (E&amp;S) Policy:</b> The client has an industry standard E&S policy. Depending on sector and ambitions of the client, consider encouraging enhanced performance (e.g. applying E&S requirements to Third Parties) where this is likely to differentiate and add value (access to new markets etc.).
<b>Industry Standard</b>	<b>Adequate Level of Transparency:</b> The client is committed to providing publicly available and independently audited disclosure of payments and revenues operations located in emerging markets. The client incorporates industry standard guidelines around accountability and transparency into their business model. Where appropriate the client engages with civil society in the design, monitoring and evaluation of this process.	<b>Commitment to Revenue Transparency and Disclosure:</b> Client consistent with industry norms; no further action necessary. Ongoing engagement with the client should focus on monitoring, evaluation and continuous improvement.
<b>Industry Standard</b>	<b>Standard Level of Senior Management Commitment:</b> Middle Management mostly has oversight and/or responsibility for the application of E&S policies and E&S management system; E&S issues are sometimes considered by Senior Management when making business decisions.	<b>Senior Management Commitment for Environmental and Social (E&amp;S) Issues:</b> The client demonstrates accountability and commitment which is consistent with industry norms; no further action necessary.
<b>Industry Standard</b>	<b>Formalised Stakeholder Engagement:</b> A Formal Stakeholder Engagement Programme has been implemented and the client engages in regular dialogue on E&S issues with all key stakeholders (especially local communities, host governments, employees, and NGOs).	<b>Stakeholder Engagement:</b> The client demonstrates Stakeholder Engagement is aligned to industry norms. Continue to ensure stakeholder feedback is integrated into business decision-making.
<b>Industry Standard</b>	<b>Adequate Level of Commitment to Third Party E&amp;S Performance:</b> Where Third Parties have an active role which is material to business operations (e.g. major supplier or contractor for drilling or well components), the client requires Third Parties to apply the same E&S performance requirements that it applies to itself.	<b>Commitment to Third Party Performance:</b> Client demonstrates awareness of Third Party E&S risks and generally manages these to an acceptable and industry standard level. Development of a relationship based on partnership rather than imposition of E&S requirements may serve the client's interests moving forward.

# Environment continued

Annex B: Summary of Client Risk and Recommendations for Improvement (continued)		
Capacity	Client E&S Performance Indicators	Recommendations for Improvement
Industry Standard	<b>Standard ESMS:</b> The client has a Standard ESMS which is: (a) certified (or certification is underway) to an internationally recognised standard (e.g. ISO14001); and (b) independently verified.	<b>Environmental and Social Management (ESMS) System:</b> The client is consistent with industry norms; no further action necessary.
Industry Standard	<b>Standard Organisational Capacity to Manage E&amp;S Issues:</b> Appropriately qualified staff are appointed to monitor and oversee E&S issues, with responsibilities clearly aligned to the ESMS.	<b>Organisational Capacity to Manage Environmental and Social (E&amp;S) Issues:</b> Adequate management and accountability for E&S issues. If transaction will result in significant scale-up of operations (new locations, different countries, significantly increased throughput, etc.), discuss additional staff and accountability plans with client.
Industry Standard	<b>Adequate Level of E&amp;S Training:</b> Employees receive adequate training which covers the organisation's ESMS and E&S issues relevant to their roles (including OH&S and emergency planning/preparedness (e.g. in the case of spills, fires, or explosions).	<b>Environmental and Social (E&amp;S) Training Capacity:</b> Adequate training for E&S issues. If client funding will result in a significant scale-up of operations (new locations, different countries, significantly increased throughput, etc.), discuss additional staff E&S training plans with client and consider extension of E&S training to Third Parties.
Industry Standard	<b>Adequate Management of E&amp;S Third Party Capacity:</b> The client displays active assessment and management of E&S performance of Third Parties (e.g. through the use of procurement checklists to identify E&S issues).	<b>Addressing Third-Party Capacity:</b> Good practice in managing Third Party E&S risks; encourage client to begin working with Third Parties through partnerships, and mentoring rather than imposing requirements.
Track Record	Client E&S Performance Indicators	Recommendations for Improvement
Industry Standard	<b>Standard Level of Good Corporate Citizenship:</b> The client: (a) is generally well-regarded by all stakeholder groups (e.g. any adverse NGO, media campaigns or boycotts in the past two years have been addressed through management action); (b) deals fairly and transparently with host governments, local fisheries, and other sea users; (c) consults with relevant stakeholders; and has in place an effective grievance mechanism; and (d) delivers local benefits by promoting Economic and Social Development Opportunities.	<b>Delivery of Good Corporate Citizenship:</b> Adequate track record of good corporate citizenship; encourage client to benchmark against industry leaders to consider opportunities to further develop E&S performance particularly around stakeholder engagement and delivering local benefits through Economic and Social Development Opportunities.
Industry Standard	<b>Average OH&amp;S Track Record:</b> Injury and accident rates remain stable or are lower than last year. Emergency response planning and capacity is evident (e.g. in the case of spills/fires/explosions, natural disasters, security incidents, well blowouts, ship collisions).	<b>Occupational Health and Safety (OH&amp;S) Track Record:</b> OH&S risk management consistent with industry norms. Encourage client to benchmark against industry leaders to determine whether further improvements can be made.
Industry Standard	<b>Generally Compliant with Relevant E&amp;S Laws and Regulations:</b> The client may have been subject to fines or penalties in past two years, but these have been minor in nature and management action has been taken to address deficiencies.	<b>Legal Compliance:</b> Consistent with industry norms; encourage client to develop capacity to review impending legislative changes and develop capacity to react in advance where business advantages are likely.
Industry Standard	<b>Adequate E&amp;S Reporting:</b> The client monitors and publicly reports on E&S performance covering all of its operations and using widely accepted metrics (e.g. Global Reporting Initiative or IPIECA Guidelines for Voluntary Sustainability Reporting).	<b>Environmental and Social (E&amp;S) Reporting:</b> E&S Reporting is consistent with industry good practices. Encourage client to review E&S report scope and focus and move towards industry best practice if business case can be made.

These reports have been prepared based on information provided by the user, as a summary of the potential environmental and social risks of the issues concerned. We accept no liability for the accuracy of the information entered by the user into the Toolkit and therefore for the final outcome and reports generated from such information. We do not accept any liability for any decisions based on the reports, nor any liability to anyone else in connection with the reports. The reports may not be provided to anyone else.

## Environmental & Social Risk Issues and Proposed Action Plan Concerning the Neconde Energy Limited US\$470 Million Reserve-based Loan

Risk alert issues identified in E&S report	Recommended action plan to mitigate risk	Neconde's implementation plan
<p>Petroleum-related pollution caused by spillage and refining activities.</p>	<p>Co-ordinated clean-up plan required for sites impacted by spillage and refining activities. Past Shell Petroleum Development Company of Nigeria (SPDC) spill sites should also be revisited periodically so that the contamination status at these locations can be confirmed.</p>	<p>Neconde, in conjunction with the Nigerian Petroleum Development Company (NPDC) – the joint venture operator, is currently working on an implementation plan. The plan will address the action plan contained in the due diligence report as well as other conditions subsequent to money being paid out in connection with the facility. The report is due for submission in February.</p>
<p>Environmental degradation associated with creating access to the site and with installation of pipelines.</p>	<p>Studies and construction work required to restore the natural hydrology to allow for natural re-colonisation. Re-vegetation may also be required.</p>	
<p>Community compensation arising from increased risk to local communities. Such risks could include fire, explosions, traffic, disease, use of security personnel and others.</p>	<p>A budget to provide for social interventions and employment of locals is required and must form an integral part of overall planning. This will help resolve compensation claims. A budget of US\$700,000 per annum has been proposed.</p>	

# Supply Chain

Strong relationships with suppliers are an integral part of our overall approach to sustainability.

## Key objectives

By maintaining sound relationships with vendors, we actively enhance our service delivery capabilities. Our aims are to achieve cost savings, improved cycle times for product and services delivery, improved service levels for internal and external customers and improved productivity of internal resources. Pursuing these objectives aligns with our wider sustainability aims.

Effective supplier relations management is essential for the Bank to mitigate key risks, such as compliance risk, execution risk, transaction risk, credit risk and reputation risk.

We control our supplier relations and supplier chain through our Vendor Management Policy. The Policy was established to ensure that relationships with suppliers and other vendors are well managed. This gives the Bank appropriate controls over its business interests and assets as well as its customers' assets and privacy.

The specific objectives within this policy are to:

- Streamline the number of vendors used by the Bank.
- Apply common standards and procedures for the selection and management of vendors, especially in the case of Outsourced Solution Providers (OSPs), and Class A and Class B vendors.
- Create and maintain a database of accurate and relevant vendor information that could be shared across the Group.
- Implement standard and consistent contract performance provisions.
- Ensure that the Bank's management of vendors complies with relevant laws and regulatory requirements.
- Mitigate risk exposures arising from conflict of interest and losses.

## Supplier assessments

The Bank undertakes a periodic evaluation and assessment of all its vendors. We conduct this evaluation bi-annually in line with the Bank's Vendor Management Policy and Accreditation Policy. We use this same process to engage new suppliers.

We carry out the assessment using a points-based system and automatically de-list any vendor that scores less than 75%. The criteria for selection are:

- 1 Track record;
- 2 Ethical standards;
- 3 Geographical coverage;
- 4 Quality of service;
- 5 Price; and
- 6 Authorised dealership.

The Vendors Management Committee reviews the activities and performance of suppliers annually based on their assessments and official reports from user units and the Bank's internal audit functions.

Assessment score our vendors need to achieve

75%





2

**Redflag**

Our redflag system is a way of indicating that the vendor’s service is not up to standard and needs to be monitored over an appraisal period.

The system involves writing to the vendor and holding meetings. If the vendor fails to address concerns or make changes, the Bank interprets this as an indication that the vendor is facing challenges maintaining its contract. A recommendation is then made to management to remove the supplier from the Bank’s official vendor list.

**Compliance**

We have a contract with all outsourcing companies that ensure compliance with our policies and regulations.

**Supplier assessment**

The Bank has developed a robust review framework that allows us to analyse the viability of suppliers and vendors against specific criteria. This process helps the Bank to undertake a fair and transparent approach when analysing a supplier’s capacity to deliver against specified parameters. It also gives the Bank a pool of potential vendors to select for varying requirements.

**Engaging suppliers**

Vendors are engaged through:

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

**Due diligence**

Our spending tracking system allows us to track all tender requests and work orders made by respective teams within the Bank. All requisition orders are routed via this system. The software integrates project budgeting, purchase orders, invoices, labour, and materials tracking with the Work Order/Work Request System.

This allows us to track and analyse procurement spend for the purpose of enhancing future planning. The Bank aims to fully automate procurement processes at the earliest opportunity.

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.

- 1 We ensure that our procurement policies promote ethical business and economic development.
- 2 Maintaining effective supplier relations helps ensure that the Bank is able to mitigate against risks.
- 3 We are devoted to the growth of our supply chain by ensuring best business practices.

3



# Communities

We continue to contribute to the socio-economic development of the communities we serve.

We focus our community investment efforts on Arts, Education, Environment, Health and Sports.

One of our initiatives in 2012 was the partnership with the Discovery Channel Global Education Partnership (DCGEP) to sponsor the production of the award winning movie *Inside Story: The Science of HIV/AIDS*. The DCGEP is a non-profit affiliate of Discovery Channel. Access Bank partnered with other global organisations like Chevron and Management Science for Health for the production of the movie.

## Demystifying the HIV virus

The aim of *Inside Story* is to demystify the HIV virus and encourage informed health decisions. This was a natural sponsorship choice for the Bank because we are recognised as a leading African organisation in the fight against HIV/AIDS and other diseases.

The Bank took responsibility for organising this event with the overall aim of enhancing awareness, among the public throughout sub-Saharan Africa, of the basic science of HIV/AIDS. We took this opportunity to showcase our track record in this field at the premiere.

The Nigerian premiere was held in Lagos on 1 December, 2012 to coincide with the 2012 World AIDS Day. Attended by around 260 people, the event brought together several of the Bank's key stakeholders, particularly from the development sector and the financial sector, regulatory bodies, advocacy groups, business and professional organisations and government agencies. VIP guests from the diplomatic corps and entertainment industry also attended.

## Film premiere helps to state the facts about HIV/AIDS

In an opening speech, the film's producer, Aric Noboa (President & Executive Producer at the DCGEP) said that Discovery wanted to help people throughout sub-Saharan Africa understand HIV/AIDS facts better, and to do so in a way that teaches and also entertains.

The Consul-General of the United States Embassy, Mr Jeffery Hawkins Jr, spoke at the premiere and underlined the American government's commitment to the fight against AIDS, revealing that the American government has been the largest singular donor to the fight against the pandemic to date. In another speech, Chevron's representative Sunday Okegbemiro underlined his company's commitment to defeating the AIDS pandemic.

In his welcome address, Access Bank's Group Managing Director, Aigboje Aig-Imoukhuede, commended Aric Noboa and the Discovery team. He challenged African organisations to contribute to the fight against HIV/AIDS and other diseases ravaging the continent.

The screening of the movie was followed by a press conference which included the Bank's Deputy Group Managing Director, Herbert Wigwe, the Country Representative of Management Science for Health, Barry Smith, and the lead actress of the movie, Kendra Etufunwa. Also taking questions at the press conference were compère for the evening, Hakeem Kae-Kazim, the representative of Chevron, Mr Sunday Okegbemiro and the producer of the movie, Aric Noboa.



## Key issues in the marketplace

### The fight against AIDS, Tuberculosis and Malaria in sub-Saharan Africa

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

**Pages 60-61**  
For further information

### Health education in the workplace

We continue to deliver health-focused training to thousands of African SMEs.

**Page 62**  
For further information

### Women empowerment and diversity

We continue to show leadership in Africa on gender issues.

**Page 62**  
For further information

### Employee volunteering

Our employees share their skills and enthusiasm in many of the local communities we serve.

**Pages 63-69**  
For further information



2

### Gift from Africa Project

The African continent has long suffered pervasive poverty, diseases and other serious health challenges. The continent has endured high levels of deprivation and health issues, that many national governments are unable to tackle. This is despite the fact that the continent has received more donations from international and local donors than any other part of the world. Nobody doubts that Africa's severe health problems still persist.

At Access Bank we understand the importance of this and over the years, we have consistently demonstrated a sincere commitment to health issues, particularly as it concerns the African continent. We have created a strategic approach to dealing with the major health issues that face the human race and have contributed significantly to the growth of the African health sector wherever we believe we can improve the quality of life in Africa.

For example, Access Bank is the largest single contributor – and the first African private sector company – to invest in the Global Fund programme. The Global Fund was set up to fight AIDS, tuberculosis and malaria and dramatically to increase resources to fight these three diseases that are the most devastating in the world. This triple pandemic threatens the socio-economic development of the continent.

The Bank is channelling its donations through the Global Fund's "Gift from Africa" Project, a campaign inviting private sector leaders from the continent to come together on the global stage and invest in the fight against Africa's three leading diseases.

Access Bank donated US\$1million to this cause and in 2012, we completed the second tranche of this donation. Through this effort we are showing that we value life and are aware that a healthier continent is a wealthier continent. We strongly believe that African organisations of all kinds should also stand up to the challenge of securing the continent's future. Our corporate responsibility programmes are closely tied to this aim.

- 1 L-R: Jessica Lowden, Discovery Channel, Mojisola Sodeinde, Country Manager, Discovery, Aigboje Aig-Imoukhuede, CEO, Access Bank, Wife of the Consular General, and the United States Consular General, Mr Jeffrey J. Hawkins Jr. and President, Discovery Channel Global Education Partnership and Executive Producer of Inside Story, Aric Noboa at the recent premiere of the Inside Story movie premiere in Lagos.
- 2 A cross-section of primary school students and teachers with staff of Access Bank at a community investment initiative with some of Access Bank's staff.

# Communities continued

## SME workplace policy programme

For three years, the Bank has been engaged in capacity building for other enterprises and SMEs. To achieve this, we collaborated with Friends of the Global Fund Africa (Friends Africa) to initiate the SME Workplace Policies Development Programme. The Bank has enjoyed a strategic partnership with Friends Africa for many years. Together we have implemented a variety of programmes to engage the African private sector. Much of this work has focused on educating thousands of SMEs across Africa about health policies, so that smaller companies can develop their own workplace policies and implement them effectively.

Our work with the SME Workplace Policies Development Programme strengthens the Bank's previous efforts to address the triple pandemics of HIV/AIDS, tuberculosis and malaria.

During the year, we moved the capacity workshop online and succeeded in reaching well in excess of 2,700 SMEs across Africa. It also gave the opportunity for SMEs to participate in the capacity workshop without the cost of travelling and without the disruption that results from members of staff going away to attend training.

## Female empowerment and diversity

Access Bank is committed to promoting diversity in the financial sector and has shown leadership on the continent, particularly on gender issues. This is reflected through our many contributions to the sustainability and economic empowerment of women, both within the Bank and in the communities in which we operate. Through our Gender Empowerment Programme, and with the support of the International Finance Corporation (IFC), we have been able to support women-owned and women-run businesses and provided guidance to aspiring female entrepreneurs.

Access Bank also sponsored and participated in the second edition of the biannual African Women Conference. This was hosted in Nigeria in July by New Faces, New Voices (NFNV) in partnership with the African Development Bank. The event was themed "African Women: Financing The Future" and was held at the Federal Palace Hotel, Lagos. The summit brought together key stakeholders in the financial sector, women entrepreneurs, policy makers, leading businesswomen and leaders from all over Africa.

Access Bank also participated at the CEO Roundtable where Mizinga Melu, the Managing Director of Standard Chartered Bank (Zambia) and Nomkhita Ngweni, Chief Executive, ABSA Wealth (South Africa) joined Access Bank's Okey Nwuke, Executive Director, Institutional Banking, to discuss a wide range of issues. They talked about women financing, gender empowerment in the financial sector and financial inclusion. The session was moderated by Nkosana Moyo, Executive Chairman, Mandela Institute for Development Studies.

We also participated in the United Nations Global Compact (UNGC), Women Empowerment Principles (WEPs) meeting held in March 2012 as part of our continuing commitment to diversity, especially gender. The WEPs for businesses have guided our efforts in empowering women in the workplace, marketplace and in the communities we serve. We are also part of the Women's Empowerment Principles Leadership Group (WEPs LG) set up by UN Women and the UN Global Compact. This umbrella body was formed to provide strategic guidance and advice to the WEPs. The group also acts as WEPs champions and helps to encourage businesses around the world to adopt the principles. It also advises the WEPs partnership on issues concerning the private sector and women's empowerment.

Access Bank is committed to promoting diversity in the financial sector and has shown leadership on the continent, particularly on gender issues.



1 The winning orphanage home celebrates with their trophy during the Charity Football Competition for Orphanages in rural Abuja, organised by Access Bank's Enterprise Business Support Group in partnership with the John Utaka Foundation and Global Initiative for Peace Love and Care (GIPLC).

2 Friends Africa World AIDS Day Novelty Match – Play for life. The match is aimed at creating awareness and addressing issues of stigmatisation against people living with HIV/AIDS. Access Bank was the lead partner of the novelty match.

3 Two students compete at the final of Access Bank's Corporate Finance Group organised Mathematics Quiz competition that includes mentorship programme for 10 secondary schools in the Shomolu Local Government Area of Lagos State.

4 Children of Akodo-Ise Community participating at the football tournament organised by the Credit Risk Management as part of the group's employee volunteering initiative for the community.



### Employee volunteering

Through our Employee Volunteering Scheme (EVS), our employees were able to help the local communities we serve. Our EVS allows our employees to volunteer during work hours and to participate in a range of activities, including mentoring disadvantaged youths, joining environmental initiatives and offering their skills to local non-profit organisations.

In 2012, more than 15,000 people benefited from our EVS work across Nigeria. The impact was felt across all the key sectors of the Bank's community investment programme – Arts, Education, Environment, Health and Sports.

To celebrate our employee volunteers, the Bank produced a documentary entitled *Access for All* to portray the impact of the EVS on the community, environment and people. The documentary also reflected the Bank's leadership role, its community service and social influence.

Examples of our EVS projects include the Community Empowerment Through Sight Restoration and Skills Acquisition programme. In this case, the Bank's employees adopted Akodo-Ise, in Ibeju-Lekki, Community and ran a programme offering a free eyes-and-body medical examination, skills acquisition training and sporting activities with quiz competitions. More than 500 people benefited from the free eye test and treatment. Beyond the eye care treatment, the locals were trained in basic entrepreneurial skills.

Also, more than 5,000 primary school students benefited from the Bank's de-worming project at Ikate-Elegushi Community, while about six orphanages in rural Abuja were involved in the football competition, which ran in conjunction with the Peter Utaka Foundation. Some of our 2012 EVS projects are highlighted below.



3

4

# Communities continued

## Employee volunteering

S/N	Programme/ initiative	Business unit/ Group responsible	Name of community or organisation that benefited from the Bank's outreach	Details of initiative	Implementation partner (if any)	Type and Numbers of Beneficiaries
1	Community Empowerment through Sight Restoration and Skills Acquisition	Credit Risk Management	Akodo-Ise in Ibeju-Lekki	<p>Access Bank Credit Risk Management team undertook a three-pronged programme involving a free eye-and-body examination, skills acquisition training and sporting activities with quiz competitions. A total of 238 community residents were examined during the free eye check. More than 90% of those aged 50 years and above were diagnosed with cataracts and given tentative treatment (as these would require surgery for a permanent solution). More than 45% of the blind cases examined were caused by glaucoma, while over 20% of all the eyes examined had toxoplasmosis, a parasitic disease.</p> <p>Additionally, 85% of residents diagnosed with presbyopia (a defective reading condition) were given reading glasses, while corrective prescriptions for sight and reading were provided to the remaining 15% diagnosed. Sunglasses were also prescribed and dispensed. A wide range of eye drops, such as anti-infective, anti-inflammatory and anti-glaucoma, were also dispensed.</p> <p>The team undertook general body checks, such as random blood glucose tests. Routine drugs were also administered for common body ailments.</p> <p>Beyond the eye-care treatment, members of the CRM Group trained local people in various entrepreneurial skills, such as liquid soap production, popcorn and puff-puff/chin-chin making. This was done to empower the people of the community, particularly women. They were also presented with financial subsidies to kick-start the businesses.</p> <p>The third phase of the programme involved activities such as relay races, football, dancing and quiz competitions, with participation from the children, pupils, adults and teachers within the community. Winners were rewarded with gifts.</p>	Alpha-C Eye Clinic	<p>The beneficiaries include: primary school pupils and other children in the community, schoolteachers and others include the traditional Head of the Communities. There were more than 300 beneficiaries.</p> <p>The total number of beneficiaries for the entire programme was more than 900 community residents, schoolchildren and teachers.</p>
2	Investing In The Future – De-worming Campaign and Data Capturing	Enterprise Business Support Group	Ikate-Elegushi Community	<p>The Enterprise Business Support Group (EBSG) undertook the de-worming of all seven primary schools in Ikate-Elegushi Community of Eti-Osa, Local Government Area of Lagos State. The school-based de-worming exercise was done with the support of the local government authorities. During the campaign, more than 5,000 children were inoculated across all seven schools and health centres within the community. The exercise was launched by the King of Ikateland, Oba Saheed Ademola Elegushi, Kusenla III, while the staff of the Bank, with the support of the local government health personnel, visited each of the primary schools to administer the drugs and capture data for every child in the community. The data work covered eyes, weight, age, height and other information necessary to note the wellbeing of each child in the community.</p>	GIPLC/ Eti-osa Ikate Local Health Officials	5,000 children

S/N	Programme/initiative	Business unit/ Group responsible	Name of community or organisation that benefited from the Bank's outreach	Details of initiative	Implementation partner (if any)	Type and Numbers of Beneficiaries
3	Investing In The Future – Charity Football Match	Enterprise Business Support Group	Five orphanages in rural Abuja	The EBSG organised a football competition in partnership with the John Utaka Foundation and Global Initiative for Peace Love and Care (GIPLC) amongst selected orphanages in rural Abuja. The tournament was aimed at providing the opportunity for hitherto-disadvantaged individuals to show their sporting skills. It also aimed to support the principles of inclusion, equity and sustainability. The competition was undertaken to mentor these children. The winning team will travel to Montpellier, France, in January 2013 to watch their football heroes play live.	GIPLC/ John Utaka Foundation/ Air France	634 children
4	Investing in the Future – Feeding the Needy – Philanthropic Donations	Enterprise Business Support Group	Orphanages in rural Abuja	The group donated food, drugs, clothes and other household utensils such as mattresses and other basic necessities to a group of orphanages in the Federal Capital Territory. This initiative helped the orphanages feed and look after the children under their care.	GIPLC	1,000 children across 10 orphanages
5	Investing In The Future – Lending a Helping Hand			The EBSG purchased and donated office equipment and a bus to aid the logistics and work of its implementation partner, the Global Initiative for Peace Love and Care (GIPLC), a non-governmental organisation (NGO) that is in charge of several NGOs in the northern part of Nigeria, particularly around the FCT. The donation enhanced the ability of the GIPLC to deliver services.		20
6	Investing In The Future – Education	Enterprise Business Support Group	Donation of 10,000 notebooks to deprived children in FCT	Working with its implementation partner, the EBSG partnered with Onward Press for the production and donation of 10,000 notebooks for the use of students in primary and secondary schools who could not ordinarily afford this kind of purchase.	Onward Press/ GIPLC	500 schoolchildren
7	Art Show – Children's Creative Camp	EBSG	Schools and orphanage	The group supported a creative camp for children between the ages of five and 12. This aimed to encourage young talented people with a special interest in art and to provide opportunities for emerging artists. About 100 children participated in the camp, with 20 coming from Little Saints Orphanage. The children created greeting card designs, did T-shirt decorations and created a Nigerian jigsaw puzzle (which was the highlight of the show). The well-known artist and academic, Professor Bruce Onobrakpeya, was guest of honour at the event.	African Art Resource Centre (AARC)	100 children

# Communities continued

## Employee volunteering

S/N	Programme/initiative	Business unit/Group responsible	Name of community or organisation that benefited from the Bank's outreach	Details of initiative	Implementation partner (if any)	Type and Numbers of Beneficiaries
8	Improvement Initiative for the Correctional Centre for Boys, Oregun	Channel Services	Correctional Centre for Boys, Oregun	<p>The Channel Services Group organised a one-day visit to the Correctional Centre for Boys, Oregun, Ikeja, Lagos. The boys were put in the centre to undergo formal education and learn a vocation after which they are integrated back into society. During the visit, the Bank employees spent time with the boys and undertook activities to mentor them through motivational speeches and personal engagement.</p> <p>The boys also met a celebrity musician who performed for them and also encouraged them to be the best. This was followed by the donation of basic items, such as food, and toiletries for the institute for the use of the boys.</p>	One Management award-winning record label, showcasing the artiste called Dipp	130 former street boys (aged about 10 to 18)
9	After-School Project, Turning Challenges into Opportunities	Corporate Finance Group	Shomolu Local Government Area – 10 schools were the beneficiaries in this community	<p>This initiative involved a mentorship programme for 10 Senior Secondary Schools in Shomolu Local Government Area. This project was a mentorship programme which focused on the following areas:</p> <ul style="list-style-type: none"> <li>– Reinforcement of academic subjects (particularly mathematics)</li> <li>– Skills development and character building</li> <li>– Mathematics quiz.</li> </ul> <p>Presentations were made on financial literacy for young people and on the Bank's Early Savers Account by the product management team of the Retail Banking Division.</p> <p>As a way of promoting excellence, students who performed outstandingly in the mathematics quiz were rewarded with prizes, such as Access Bank Shares and Early Savers Accounts</p>	Ignite Schools Project	About 600 students
10	Refurbishment of the Computer Laboratory of Methodist Boys High School	Financial Control/ERG	Eti-Osa Local Government Area, Victoria Island	<p>The Financial Control Group refurbished and renovated the computer laboratory of Methodist Boys High School, Victoria Island. The Group undertook the following:</p> <ol style="list-style-type: none"> <li>Tiling of the floors of the laboratory</li> <li>Provision of fully equipped computer systems</li> <li>Providing air conditioners and ceiling fans</li> <li>Painting and purchase of window blinds</li> <li>Installation of internet facilities</li> <li>Purchase of 10 tables and chairs</li> </ol> <p>The facility was handed over to the school at a ceremony attended by the Methodist Bishop of Lagos.</p>	N/A	300 students and staff of the Methodist Boys High School
11	Renovation of Bonny Camp Primary School	PBB Division	Victoria Island	<p>The Personal Banking Division undertook the renovation of physical structures and school facilities at the Bonny Camp Primary School, Victoria Island, Lagos. The renovation included classroom repairs, installation of fittings, painting and buying furniture. The project is part of a three-year programme.</p>	Architectural Minds & Expression LTD	300 pupils

S/N	Programme/ initiative	Business unit/ Group responsible	Name of community or organisation that benefited from the Bank's outreach	Details of initiative	Implementation partner (if any)	Type and Numbers of Beneficiaries
12	COMCON Empowerment Support Initiative – sustainability community development project	Compliance and Internal Control Group	(1) Ladipo Mushin community via our project for Oduduwa Senior Secondary School in Ladipo Mushin	<p>The Compliance and Internal Control Group adopted the school in 2011 and continued its project in 2012. The latest projects executed in 2012 involved:</p> <p>(1) Renovation, refurbishment and upgrade of Oduduwa Senior Secondary School Science Laboratory.</p> <p>(2) Conduct of Empowerment Lecture series in support of the Millennium Development Goals covering issues such as eradicating poverty and hunger, universal basic education, promoting gender equality and female empowerment, combating the spread of HIV/AIDS and malaria, teenage nutrition, reproductive health and environmental sustainability.</p> <p>(3) Scholarship award of N100,000 to the best graduating student in 2011 who gained admission to a university and who is a beneficiary of our extra tutorial classes. The recipient of the award, Sophiat Abiodun Peters, is currently an economics student at the University of Lagos. She was also the Head Girl in 2011. The Principal describes her as a worthy ambassador of the school.</p> <p>(4) A mentoring programme was designed to provide opportunities for career grooming and general personal development. Prizes were given to deserving students in Science, Art, Commercial categories, best football team, best artist and three essay writers. This was done in recognition of the students' diligence and to reward hard work, creativity, writing skills, sportsmanship and academic excellence. We identified a key talent in Adeniji Lydia, who is currently in SS3 and was the recipient for the award for Best Essay Writer on Climate Change, Best Science Student and Overall Best SS3 student.</p>	Independent medical doctors	1,227 students and 35 teachers
13	COMCON Empowerment Support Initiative – Learning Centre Project	Compliance and Internal Control Group	Olosa/ Adetokunbo Ademola near Eko Hotel, Victoria Island via our project for Kuramo Primary School	<p>(1) Renovation and transformation of a site in Kuramo Primary School into Kuramo Primary School Learning Centre. The site has twin blocks: one was renovated as a library while the other block was transformed into a learning centre (with white board, markers and flipchart) to serve the needs of the school and local individuals who need a comfortable venue for conducting training/meetings for small groups of people. The library serves pupils during the official school hours from 8:00 a.m to 2:00 p.m and will serve the needs of the community from 3:00 p.m to 7:00p.m. The learning centre is being administered by a librarian and supervised by the Head Teacher of Kuramo Primary School. This project was executed in collaboration with the National Youth Service Corp (NYSC).</p>	(1) Members of the National Youth Service Corp (NYSC)/ Representatives of Etiosa Local Government Area	More than 200 pupils and 20 teachers in Kuramo Primary School, as well as National Youth Service Corp (NYSC) members and residents of the immediate community.

# Communities continued

## Employee volunteering

S/N	Programme/ initiative	Business unit/ Group responsible	Name of community or organisation that benefited from the Bank's outreach	Details of initiative	Implementation partner (if any)	Type and Numbers of Beneficiaries
14	COMCON Empowerment Support Initiative	Compliance and Internal Control Group	Agodo Water Co-operative, Ikotun through our donation to the Lydia Women's Foundation	A cash donation was made to Lydia Women's Foundation to assist in the purchase of relief materials and food items in support of the educational and developmental needs children. On Saturday 4 November 2012, staff from the Bank visited the foundation for a Thanksgiving Service organised for orphans. The items purchased for the orphans include foodstuffs (rice, yam, garri, etc), drinks, clothes, school bags and footwear. This project sought to reach out to the needy in society. We chose Lydia Women's Foundation because it is committed to having a meaningful impact in the lives of orphans and widows.	Lydia Women's Foundation	30 orphans and 15 widows under the care of Lydia Women's Foundation
15	Adoption of Primary School	Operational Risk Management	Idado, Eleko	Fazil-Omar Ahmadiyah Primary School, Idado, Eleko, Lagos was adopted as the beneficiary of our employee volunteering initiative for 2012/2013. The project sought to provide renovation and mentoring. The project is to be executed in phases as follows: provision of classroom desks and chairs; renovation of roofs, windows, doors and walls; renovation of toilet facilities and building of school fences. Each phase of the project will be concluded by a motivational/mentoring session.	NA	500 pupils (boys and girls) and 11 teachers
16	Empowering the Girl Child	Institutional Banking Division	Girls Senior Secondary Grammar School, Obalende	This long-term project started in 2011. The division identified five major areas which required immediate and urgent attention: the buildings, the fencing, the restrooms, the classrooms and provision of vital teaching aids for teachers and textbooks for students who cannot afford them. We have concentrated so far on refurbishing the restrooms and classrooms, and on providing chairs in the classrooms. Prior to our provision of chairs, students had no choice but to sit on the floor for classes. So far over N10m has been spent on this project.	None	More than 500 students of the Girls Senior Secondary Grammar School Obalende
17	Oni & Sons Children's Hospital intervention	Commercial Banking West Region	Oni & Sons Children's Hospital, Ring Road, Ibadan, Oyo State	Our Commercial Banking West Region intervened in the physical renovations and provision of essential hospital equipment to Oni & Sons Children's Hospital, Ring Road, Ibadan, Oyo State. Our work helped to renovate the three wards at the hospital's Accident and Emergency section, including the main ward, the Oral Rehydration Ward and the Gastroenteritis Ward.	NIL	Local children in Ibadan as well as their parents (and hospital staff).
18	Educational and health support for orphans and vulnerable children	Global Payment/Tsd		Global Payments Group collaborated with the non-governmental organisation Hope Worldwide Nigeria to provide much-needed support for the educational, nutritional and health needs of children who are orphans and vulnerable due to HIV/AIDS. The Group provided necessary support in the form of AIDS medication.	Hope Worldwide Nigeria	30 pre-teen and adolescent children

S/N	Programme/ initiative	Business unit/ Group responsible	Name of community or organisation that benefited from the Bank's outreach	Details of initiative	Implementation partner (if any)	Type and Numbers of Beneficiaries
19	Project Teal	Treasury Group	Lagos State Drivers Institute	The Treasury Group broadened its scope beyond cervical cancer this year to include prostate cancer. Prostate cancer is the second most common cause of death from cancer in men of all ages after lung cancer. The objective of the project was to achieve awareness of cervical cancer and prostate cancer throughout the state and nationwide. We also want to develop a proactive approach to curbing the spread of cancer by helping men and women become more aware of the importance of regular screening, as well as the need to avoid certain habits. The team opted to conduct a seminar and screening at a government agency in Lagos (Lagos State Drivers Institute) which has a significant representation among both males and females. The seminar and screening exercise was also open to other members of the public that had dealings at the institute during the period of the exercise. The programme was held on the 20 December, 2012 and was facilitated by Dr Matilda Kerry. A total of 130 people were present and 100 people were screened: 74 men were screened for prostate cancer and 26 women screened for cervical and breast cancer. Of all the people screened, one man tested positive for prostate cancer, one woman for a left-sided breast lump and one woman for early cancer of the cervix. The Treasury team is currently in the process of treating the patients for free.	George Kerry Life Foundation	Lagos State Government Workers (public servants) and other members of the public: 100 people were screened
20	Back to Work Programme	Wealth Management/ GEM Group (CBD)	Unemployed Nigerians and those that have become unemployable and need to re-skill themselves	<p>"The Back to Work" programme is an empowerment programme involving individuals who have been unemployed (or who have become unemployable) and need to re-skill themselves with the aim of acquiring the ability to contribute meaningfully to the nation. The Bank's Wealth Management Group partnered with Federal Government departments and agencies (CBN, Federal Ministry of Labour and Productivity, Federal Ministry of Finance, Federal Ministry of Trade &amp; Investment, SMEDAN, SURE-P and others); the private sector (Nigerian Breweries Plc); and other donors (Leap Africa Foundation). Participants mainly comprised people who had lost their jobs. Such individuals were typically:</p> <ul style="list-style-type: none"> <li>• Between 25 and 55 years of age</li> <li>• Able to show evidence of having held down meaningful jobs in the past</li> <li>• Educated to HND or Degree level</li> <li>• Others on a case-by-case basis</li> </ul>	Leap Africa Foundation/ Government Agencies	700 members of the public
21	Donation of school bags at Olomu Primary School, Ajah	Innovation and Customer Experience Management	Primary Five and Primary Six in Olomu Primary School, Ajah, Lagos	In line with the Bank's strategic objective on employee volunteering, the Innovation and Customer Experience Management (ICEM) unit (formerly ITQM Group) presented 100 "Back to School" bags to pupils of Primary Five and Primary Six in Olomu Primary School, Ajah, Lagos. The donation was carried out to complement the regular bi-monthly visits of the ICEM staff to teach, mentor and improve the reading skills of the students.	N/A	100 pupils

# Nigeria Sustainable Banking Principles

## Our Alignment with the Nigerian Sustainable Banking Principles

Following the development of the Nigerian Sustainable Banking Principles (NSBP) and three sector-specific guidelines (covering the Oil & Gas, Agriculture and Power sectors) by the Bank's Strategic Sustainability Working Group (SSWG), the Central Bank of Nigeria (CBN), released a circular on 3 September, 2012. This directed all banks, discount houses and development finance institutions to adopt and implement the Principles and sector-specific guidelines.

The Bank has taken adequate measures towards the full implementation of the principles and the table below represents the Bank efforts in this regard. We have set out the principles in the column on the left, summarised the expectations in the centre column, and then described in the column on the right on how the Bank is implementing the principles.

Principles	Expectations	Access Bank Reporting
<p><b>Principle 1   Our Business Activities: Environmental and Social Risk Management</b></p>	<p>We will integrate environmental and social considerations into decision-making processes relating to our Business Activities to avoid, minimise or offset negative impacts.</p>	<p>At Access Bank Plc, we have strategically integrated Environmental and Social (E&amp;S) considerations into our business operations and decision-making processes. To this end, the Bank ensures a constant review of its project finance activities cutting across the different sectors to align with our commitment towards offsetting any negative impact that our lending activities may have on the environment.</p> <p>We have also taken necessary steps to develop sector-specific guidelines that take all E&amp;S issues into consideration while ensuring that our business operations do not degrade the environment or cause social harm.</p> <p>To achieve this effectively, we ensure compliance by consistently undertaking a cost/benefit analysis of environmental and social issues in the execution of our project finance and lending decisions.</p> <p>In line with this commitment, the Bank in the year 2012 applied the Equator Principles to our lending process and ensures full compliance with all activities in this regards, while also reporting same to reflect compliance with the expectations.</p>
<p><b>Principle 2   Our Business Operations: Environmental and Social Footprint</b></p>	<p>We will avoid, minimise or offset the negative impacts of our Business Operations on the environment and local communities in which we operate and, where possible, promote positive impacts.</p>	<p>In 2012, we took adequate measures to implement an internal Environmental Sustainability Plan which will guide all aspects of our businesses and operations by taking into cognisance our environmental footprint and the impact of our activities on the environment. We have also set machinery in motion to ensure the implementation of this plan in the course of the year.</p> <p>In our operations, we are taking conscious steps to reduce our footprint through innovative actions such as reducing our paper use, diesel consumption and early shut down at our branches and head office.</p> <p>Through the installation of teleconferencing facilities in our offices, we have been able to reduce our travel time for local travel considerably.</p> <p>At Access Bank we have also developed sector-specific guidelines for the cement, oil and gas, agriculture and power sector of our business, to ensure that our operations do not indirectly affect our environment or community.</p>

Principles	Expectations	Access Bank Reporting
<p><b>Principle 3   Human Rights</b></p>	<p>We will respect human rights in our Business Operations and Business Activities.</p>	<p>At Access Bank we comply with all stipulated global and local ethics and regulations.</p> <p>We also adhere strictly to the provisions of the United Nations Universal Declaration of Human Rights (UDHR), while ensuring that the Bank's approach to human rights is consistent with promoting the requirements, and improving the enforcement, of the Nigerian Constitution and other international treaties to which Nigeria is a signatory.</p> <p>We also take steps to ensure that our vendors adhere to applicable local laws, regulations and the standards contained in conventions (international or otherwise) that apply for them to be engaged by the Bank</p> <p>We are well aware of the right of our employees, stakeholders and we believe that all human beings are born free and equal in dignity and rights.</p> <p>Internally, we are currently developing a human rights policy that will help guide our activities and relationship with our staff and other stakeholders in the Bank. Through this we are ensuring that we outline the minimum human rights standards that would be applicable in managing our business operations, while ensuring that our staff are well trained on human rights and labour issues.</p>
<p><b>Principle 4   Women Economic Empowerment</b></p>	<p>We will promote women's economic empowerment through a gender-inclusive workplace culture in our Business Operations and seek to provide products and services designed specifically for women through our Business Activities.</p>	<p>Access Bank is committed to promoting diversity in the financial sector and has shown leadership on the continent, particularly on gender issues. This is reflected through its diverse contribution to sustainability and economic empowerment of women. In 2012, Access Bank participated as the only African Bank on the WEPs Leadership Group.</p> <p>We are also focused through the Access Women Network to create a gender-inclusive culture and establish initiatives designed to educate and empower women with new skills and provide opportunities for them to connect with senior role models in the Bank.</p> <p>Also, the Bank's Gender Empowerment (GEM) Programme is targeted at female entrepreneurs and it addresses typical SME issues such as: limited or non-existent financials of their business, lack of sufficient collateral for loans, weak business management and strategic planning, poorly prepared and presented business plans.</p>
<p><b>Principle 5   Financial Inclusion</b></p>	<p>We will promote financial inclusion, seeking to provide financial services to individuals and communities that traditionally have had limited or no access to the formal financial sector.</p>	<p>Access Bank has taken steps to expand its financial inclusion so as to enhance the socio-economic situation in the country. Our area of focus includes financial inclusion campaigns, streamlining account opening processes so as to accommodate more customers who were hitherto disadvantaged and bring them into the mainstream of banking in the country.</p> <p>We are also focused on developing and implementing a financial inclusion policy. We have restructured our retail operations and branch services through the expansion and introduction of ramps to allow ease of access to physically challenged customers of the Bank within our facilities. We are also focused on providing support for SMEs and small-scale business through our personal and business banking approach.</p> <p>Through the Access Early Savers, we are also providing financial literacy opportunities for children from an early age.</p>

# Nigeria Sustainable Banking Principles

## continued

Principles	Expectations	Access Bank Reporting
<b>Principle 6   E&amp;S Governance</b>	We will implement robust and transparent E&S governance practices in our respective institutions and assess the E&S governance practices of our clients.	<p>At Access Bank, we recognise that good corporate governance is fundamental to earning and retaining the confidence and trust of our stakeholders.</p> <p>We have an established Environmental and Social Risk Management (ESRM) Committee that provides overall function for our Environmental and Social Governance (ESG). We have also constituted a high-level Sustainable Banking Governance Committee to oversee the development of Sustainable Banking commitments in the Bank, which includes governance and accountability for E&amp;S issues and ensure the measuring and monitoring of progress against those commitments.</p> <p>Our sustainable banking policies and procedures should include a governance structure that details roles and responsibilities relating to assessing and categorising E&amp;S risk potentially associated with clients engagement. This responsibility has been integrated into existing risk committee structure and function.</p> <p>We are also taking concrete steps at aligning Sustainable Banking governance and accountability performance metrics with our existing performance-management indicators and processes to ensure that employees across all relevant functions are incentivised to deliver against agreed E&amp;S-related responsibilities and targets.</p>
<b>Principle 7   Capacity Building</b>	We will develop individual institutional and sector capacity necessary to identify, assess and manage the environmental and social risks and opportunities associated with our Business Activities and Business Operations.	<p>We are developing the capacity of our staff on E&amp;S issues. Also, the Bank has a dedicated ESG officer. We are presently developing training programmes across all relevant functions of the Bank.</p> <p>In addition to this, the Bank is developing training tools and resources to inculcate E&amp;S issues as part of the Bank's learning and development curricula.</p> <p>To enhance our capacity to deliver on this, we will ensure sector collaboration and share learning platforms to create awareness and promote the training of our staff on practical implementation of applicable standards and practices. This will be achieved through the engagement of relevant third parties on a regular basis to build sector-level capacity and skills within the Bank.</p>
<b>Principle 8   Collaborative Partnerships</b>	We will collaborate across the sector and leverage international partnerships to accelerate our collective progress and move the sector as one, ensuring our approach is consistent with international standards and Nigerian development needs.	<p>As a Bank of best practice, Access Bank has continually leveraged our relationships with both local and multilaterals organisations in the institutionalisation of sustainability. We have always collaborated with leading global and local respected organisations while leveraging on the relationship to create impact in our operating communities and beyond.</p> <p>Through these platforms, the Bank has also been able to make meaningful contributions and engaged in public discussion towards creating a better world.</p> <p>We have also been actively involved in international initiatives and intervention for good cause, which are relevant to our operations and have an effect on our local community and environment.</p>
<b>Principle 9   Reporting</b>	We will regularly review and report on our progress in meeting these Principles at the individual institution and sector level.	<p>Access Bank has been reporting its environmental and social activities through its annual Corporate Social Responsibility Report.</p> <p>We are committed continually to review and report our progress and commitment to this process.</p>

## Access Bank WEPs Outlook

Principles	2012 Summary Report
<p><b>Principle 1   Establish high-level corporate leadership for gender equality.</b></p>	<p>Access Bank has a high level of female representation across its top level of decision-making. This cuts across the top management level and the Board of the Bank.</p> <p>The Bank is also a member of the Bankers' Committee Sub-Committee on Women Empowerment which is the highest decision-making body in the financial industry in Nigeria.</p>
<p><b>Principle 2   Treat all women and men fairly at work – respect and support human rights and non-discrimination.</b></p>	<p>Access Bank does not discriminate against women in the implementation of its policies, procedures, programmes and responsibility considerations. We pay both male and female employees on the same levels equally without any form of discrimination and respect and support our staff regardless of gender.</p> <p>The Bank also undertakes its activities in a non-discriminatory manner. We abide by all the provisions of the UN Human Rights Charter and international labour laws and ensure that all our staff are treated fairly and in accordance with the highest available standards.</p>
<p><b>Principle 3   Ensure the health, safety and wellbeing of all male and female workers.</b></p>	<p>As a Bank, we take the wellbeing of our staff very seriously. We believe that a healthy workforce leads to a wealthy organisation. To ensure their wellbeing the Bank instituted the Access Care in 2009 which is designed to help build and maintain a healthy workforce with the aim of improving employee health and wellbeing, while generating significant employee productivity and higher levels of motivation.</p> <p>In 2012, under this scheme we trained 600 Access Bank staff across all our functions and service outlets. To this end, employees were trained in Basic Life Support and Occupational Safety and Health, to ensure that our working environment is safe and our employees are knowledgeable on first aid procedures in case of any emergency or accidents. We also provided first aid boxes to all our service outlets and offices.</p>
<p><b>Principle 4   Promote education, training and professional development for women.</b></p>	<p>We continually ensure the growth of our staff, particularly our female workforce. We have made investments in the capacity development of our employees a core priority, thereby encouraging our people to become world-class professionals regardless of gender.</p> <p>In 2012, the Bank provided 59 different trainings for staff to build various capacities in the Bank across technical, process, organisational knowledge and organisational loyalty areas in the Bank with adequate women participation in all the training.</p> <p>In addition, to further empower our women within the Bank, the Bank inaugurated the Access Women Network (AWN) which is aimed at ensuring the professional growth and guidance for women in the Bank.</p>
<p><b>Principle 5   Implement enterprise development, supply chain and marketing practices that empower women.</b></p>	<p>Our Gender Empowerment Programme (GEM) provides the necessary platform for the growth of women-run businesses by providing relevant support and guidance to women-owned and run businesses to thrive and be empowered.</p> <p>To ensure the continued empowerment of women's enterprises, Access Bank has instituted quarterly capacity building networking sessions for female entrepreneurs, under the GEM programme and secured technical assistance to support female entrepreneurs in their quest to access capital to grow their enterprises. Additionally, the Bank has developed customised products and services to guarantee access to formal financial services by female enterprises.</p> <p>Also, we do not discriminate against women suppliers and vendors as women-run businesses constitute a substantial number of vendors engaged by the Bank.</p>
<p><b>Principle 6   Promote equality through community initiatives and advocacy.</b></p>	<p>Access Bank community initiatives are geared towards making extensive impact in the communities where we operate and beyond. In the past year, we have been able to undertake various gender-focused initiatives geared towards empowering our women and encouraging their growth. We also support the educational development of girls through our community investment initiatives that are focused on girls' schools.</p> <p>In line with this, we deliberately take appropriate measures to ensure the socio-economic development of our communities through project implementation and advocacy programmes. We engage in this through various capacity development activities and multilateral partnerships.</p>
<p><b>Principle 7   Measure and publicly report on progress to achieve gender equality.</b></p>	<p>We continuously measure the impact of our activities against our set targets. Through our Sustainability Report and other media, we continually and periodically report our gender and diversity based activities for the good of all.</p>

# GRI Data Table

S/N	GRI 3.1 Required disclosure categories under the guidelines	ISO26000	Report Reference	Pages
<b>1. Strategy and Analysis</b>				
1.1	Group Chairman's Statement.	6.2 Organisational governance	Chairman's Statement	10
	Group Managing Director's Statement.		Chief Executive's Statement	11
1.2	Description of key impacts, risks, and opportunities.		Sustainability Governance	
<b>2. Organisational Profile</b>				
2.1	Name of reporting organisation.	3.1 Reporting Period	About this Report	1
2.2	Primary brands, products, and/or services.		Our Business at a Glance	12
2.3	Operational structure.	6.2 Organisational governance	Our Approach to sustainability	17
2.4	Location of organisation's headquarters.	2.4 Location of organisation's headquarters	Our Business at a Glance	12
2.5	Countries of operations.	2.5 Number of countries where the organisation operates, and names of countries with either major operations or that are specifically relevant to the sustainability issues covered in the report	Our Business at a Glance	12
2.6	Nature of ownership and legal form.			
2.7	Markets served (including geographic breakdown, sectors served, and types of customers/beneficiaries).	PR3: Type of product and service information required by procedures, and percentage of significant products and services subject to such information requirements	Our Products and Services	14-15
2.8	Scale of organisation.			
2.9	Significant changes during the reporting period regarding size, structure, or ownership.		Executive Summary	8
2.10	Awards received in the reporting period.	2.1 Awards received in the reporting period	2012 Awards	18

S/N	GRI 3.1 Required disclosure categories under the guidelines	ISO26000	Report Reference	Pages
<b>3. Report Scope</b>				
<b>Report Profile</b>				
3.1	Reporting period.	3.1 Reporting period (e.g. fiscal/calendar year) for information provided	About this Report	1
3.2	Date of most recent previous report.	3.2 Date of most recent previous report (if any)	About this Report	1
3.3	Reporting cycle.	3.3 Reporting cycle (annual, biennial, etc.)	About this Report	1
3.4	Contact point for questions regarding the report or its contents.	3.4 Contact point for questions regarding the report or its contents	Contact Information	88
<b>Report Scope and Boundary</b>				
3.5	Defining report content.	3.5 Process for defining report content	About this Report	1
3.6	Boundary of the report.	3.6 Boundary of the report (e.g. countries, divisions, subsidiaries, leased facilities, joint ventures, suppliers)	About this Report	1
3.7	Limitations on report scope.	3.13 Assurance	About this report, Assurance Statement and Commentary	
3.8	Basis for reporting on joint ventures.	3.8 Basis for reporting on joint ventures, subsidiaries, leased facilities, outsourced operations, and other entities that can significantly affect comparability from period to period and/or between organisations	About this Report	1
3.9	Data measurement techniques and the bases of calculations, including assumptions and techniques underlying estimations applied to the compilation of the Indicators and other information in the report.		N/A	
3.10	Explanation of the effect of any re-statements of information provided in earlier reports, and the reasons for such re-statement (e.g. mergers/acquisitions, change of base years/periods, nature of business, measurement methods).		Assurance statement and commentary	85-89
3.11	Significant changes from previous reporting periods in the scope, boundary, or measurement methods applied in the report.		About this report, Executive Summary	8-9
<b>GRI Content Index</b>				
3.12	Table identifying the location of the Standard Disclosures in the report.	3.12 Table identifying the location of the Standard Disclosures in the report	GRI Content Index	74-83
<b>Assurance</b>				
3.13	Policy and current practice with regard to seeking external assurance for the report. If not included in the assurance report accompanying the sustainability report, explain the scope and basis of any external assurance provided. Also explain the relationship between the reporting organisation and the assurance provider(s).	3.13 Assurance	Assurance statement and commentary	85-89

## GRI Data Table continued

S/N	GRI 3.1 Required disclosure categories under the guidelines	ISO26000	Report Reference	Pages
<b>4. Governance, Commitments, and Engagement</b>				
Governance				
4.1	Governance structure of the organisation.	6.2 Organisational governance	Corporate Governance	20
4.2	Whether Chair is also an executive officer.		Corporate Governance	20
4.3	No. of members that are independent and/or non-executive board members.		Corporate Governance	20
4.4	Mechanisms for shareholders and employees to provide recommendations to the highest governance body.		Mechanism for making recommendations to highest governance body	20
4.5	Linkage between compensation for members of the highest governance body, senior managers, and executives.		Corporate Governance	20
4.6	Processes in place for the highest governance body to ensure conflicts of interest are avoided.		Conflicts of Interest	20
4.7	Determining the composition, qualifications, and expertise of the members of the highest governance body.		Board composition, selection and tenure of directors	20
4.8	Internally developed statements of mission and their status.		Executive Summary; Group Chairman's Statement; Statement from the Group Managing Director	8-11
4.9	Procedures of the highest governance body for overseeing the organisation's identification and management of economic, environmental, and social performance.		Sustainability Governance	22
4.10	Processes for evaluating the highest governance body's own performance, particularly with respect to economic, environmental, and social performance.		Corporate Governance, Sustainability Governance, Evaluating Board Performance	20, 22
Commitments to External Initiatives				
4.11	How the precautionary approach is addressed by the organisation.	6.2 Organisational governance	Conflicts of Interest; Code of Conduct	21
4.12	Externally developed economic, environmental, and social charters, principles, or other initiatives to which the organisation subscribes or endorses.		Conflicts of Interest; Code of Conduct	21
			Commitment to External Initiatives	26
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.		Strategic multilateral Partnerships	30-31
			Commitment to External Initiatives	26
Stakeholder Engagement				
4.14	List of stakeholder groups engaged by organisation.	6.2 Organisational governance	Other Stakeholder Engagement	27
4.15	Basis for identification and selection of stakeholders with whom to engage.		Other Stakeholder Engagement Identifying and Engaging Stakeholders	27 27
4.16	Approaches to stakeholder engagement, including frequency of engagement by type and by stakeholder group.		Other Stakeholder Engagement Identifying and Engaging Stakeholders Engagement Mechanism	27 27 24
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.		Other Stakeholder Engagement and Engaging Stakeholders	27

S/N	GRI 3.1 Required disclosure categories under the guidelines	ISO26000	Report Reference	Pages
<b>Economic Performance Indicators</b>				
<b>Economic</b>				
Disclosure on Management Approach		6.2 Organisational governance 6.8 Community involvement and development	Sustainability Governance, Corporate Governance, Communities	19 20 60-69
Performance Indicators				
Economic Performance				
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.	6.8 Community involvement and development 6.8.3 Community involvement 6.8.7 Wealth and income creation 6.8.9 Social investment	Value Added Statement, Communities, Employee Volunteering	17 60-69
EC2.	Financial implications and other risks and opportunities for the organisation's activities due to climate change.	6.5.5 Climate change mitigation and action	Environment	50-57
EC3.	Coverage of the organisation's defined benefit plan obligations.		Environment	50-57
EC4.	Significant financial assistance received from government.		Nil	
Market Presence				
EC5.	Range of ratios of standard entry level wage compared to local minimum wage.	6.3.7 Discrimination and vulnerable groups 6.4.4 Conditions of work and social protection 6.8 Community involvement and development	Employees	40-49
EC6.	Policy, practice & proportion of spending on locally based suppliers.	6.6.6 Promoting social responsibility in the value chain 6.8 Community involvement and development 6.8.5 Employment creation and skills development 6.8.7 Wealth and income creation	Employees	40-49
EC7.	Procedures for local hiring.	6.8 Community involvement and development 6.8.5 Employment creation and skills development 6.8.7 Wealth and income creation	Employees	40-49
Indirect Economic Impacts				
EC8.	Development and impact of infrastructure investments and services provided primarily for public benefit through commercial, in-kind, or pro bono engagement.	6.3.9 Economic, social and cultural rights 6.8 Community involvement and development 6.8.3 Community involvement 6.8.4 Education and culture 6.8.5 Employment creation and skills development 6.8.6 Technology development and access 6.8.7 Wealth and income creation 6.8.9 Social investment	Communities	60-67

# GRI Data Table continued

S/N	GRI 3.1 Required disclosure categories under the guidelines	ISO26000	Report Reference	Pages
<b>Economic Performance Indicators (continued)</b>				
Indirect Economic Impacts (continued)				
EC9.	Understanding and describing significant indirect economic impacts, including the extent of impacts.	6.3.9 Economic, social and cultural rights 6.6.6 Promoting social responsibility in the value chain 6.6.7 Respect for property rights 6.7.8 Access to essential services 6.8 Community involvement and development 6.8.5 Employment creation and skills development 6.8.6 Technology development and access 6.8.7 Wealth and income creation 6.8.9 Social investment	Employees Communities	40-49 60-67
<b>Environmental</b>				
Disclosure on Management Approach		6.2 Organisational governance 6.5 The Environment	Environmental Sustainability Strategy	50
Environmental Performance Indicators				
Materials				
EN1.	Materials used by weight or volume.	6.5 The Environment	Environment	50-57
EN2.	Percentage of materials used that are recycled input materials.	6.5.4. Sustainable resource use	Paper Usage	52
Energy				
EN3.	Direct energy consumption by primary source.	6.5 The Environment 6.5.4 Sustainable resource use	Environment	50-57
EN4.	Indirect energy consumption by primary source.		Environment	50-57
EN5.	Energy saved due to conservation and efficiency improvements.		Environment	50-57
EN6.	Initiatives to provide energy-efficient or renewable energy based products and services, and reductions in energy requirements as a result of these initiatives.		Environment	50-57
EN7.	Initiatives to reduce indirect energy consumption and reductions achieved.		Environment	50-57
Water				
EN9.	Water sources significantly affected by withdrawal of water.	6.5 The Environment 6.5.4 Sustainable resource use	Environment	50-57
Products and Services				
EN26.	Initiatives to mitigate environmental impacts.	6.5 The Environment 6.5.4 Sustainable resource use 6.6.6 Promoting social responsibility in the value chain 6.7.5 Sustainable consumption	Environment	50-57
EN27.	Percentage of products sold and their packaging materials that are reclaimed by category.	6.5 The Environment 6.5.3 Prevention of pollution 6.5.4 Sustainable resource use 6.7.5 Sustainable consumption	N/A	
Compliance				
EN28.	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations.	6.5 The Environment	Nil	

S/N	GRI 3.1 Required disclosure categories under the guidelines	ISO26000	Report Reference	Pages
Transport				
EN29.	Significant environmental impacts of transporting products and other goods and materials used for the organisation's operations, and transporting members of the workforce.	6.5 The Environment 6.5.4 Sustainable resource use 6.6.6 Promoting social responsibility in the value chain	Environment	50-57
Overall				
<b>Social</b>				
Labour Practices and Decent Work				
Disclosure on Management Approach		6.2 Organisational governance 6.4 Labour Practices 6.3.10 Fundamental principles and rights at work	Employees Anti-Discrimination and Recruitment	40-49 26, 29
Performance Indicators				
Employment				
LA1.	Total workforce.	6.4 Labour Practices 6.4.3 Employment and employment relationships	Financial highlights Employees Anti-Discrimination and Recruitment	16 40-49 26, 29
LA2.	Employment turnover.			
LA3.	Benefits provided to full-time employees.	6.4 Labour Practices 6.4.3 Employment and employment relationships 6.4.4 Conditions of work and social protection	Employees	40-49
LA15.	Return to work and retention rates after parental leave, by gender.	6.4 Labour Practices 6.4.4 Conditions of work and social protection	Employees	40-49
Labour/Management Relations				
LA4.	Percentage of employees covered by collective bargaining agreements.	6.3.10 Fundamental principles and rights at work 6.4 Labour Practices 6.4.3 Employment and employment relationships 6.4.4 Conditions of work and social protection 6.4.5 Social dialogue	Employees Anti-Discrimination and Recruitment	40-49 26, 29
Occupational Health and Safety				
LA6.	Percentage of total workforce represented in formal joint management-worker health and safety committees that help monitor and advice on occupational health and safety programmes.	6.4 Labour Practices 6.4.6 Health and safety at work	Employees	40-49
LA8.	Serious diseases programmes.	6.4 Labour Practices 6.4.6 Health and safety at work 6.8 Community involvement and development 6.8.3 Community involvement 6.8.4 Education and culture 6.8.8 Health	Employee, Community	40-49 60-69
LA9.	Trade unions health and safety topics covered.	6.4 Labour Practices 6.4.6 Health and safety at work	Access Bank Workplace Policy	
Training and Education				
LA10.	Average hours of employee training.	6.4 Labour Practices 6.4.7 Human development and training in the workplace	Employee: Capacity Building	40-49
LA11.	Skills management programmes.	6.4 Labour Practices 6.4.7 Human development and training in the workplace 6.8.5 Employment creation and skills development	Employee: Capacity Building	40-49

# GRI Data Table continued

S/N	GRI 3.1 Required disclosure categories under the guidelines	ISO26000	Report Reference	Pages
<b>Economic Performance Indicators (continued)</b>				
Training and Education (continued)				
LA12.	Performance and career development reviews.	6.4 Labour Practices 6.4.7 Human development and training in the workplace	Employee: Capacity Building	40-49
Diversity and Equal Opportunity				
LA13.	Composition of governance bodies and breakdown of employees per category according to gender, age group, minority group membership, and other indicators of diversity.	6.3.7 Discrimination and vulnerable groups 6.3.10 Fundamental principles and rights at work 6.4 Labour Practices 6.4.3 Employment and employment relationships	Our Approach to Sustainability: Anti-Discrimination and recruitment	17-31
Equal Remuneration for Women and Men				
LA14.	Ratio of basic salary of men to women by employee category.	6.3.7 Discrimination and vulnerable groups 6.3.10 Fundamental principles and rights at work 6.4 Labour Practices 6.4.3 Employment and employment relationships 6.4.4 Conditions of work and social protection	Our Approach to Sustainability: Anti-Discrimination and recruitment	17-31
<b>Human Rights</b>				
Disclosure on Management Approach		6.2 Organisational governance 6.3 Human Rights 6.3.3 Due Diligence 6.3.4 Human rights risk situations 6.3.6 Resolving grievances 6.6.6 Promoting social responsibility in the value chain	Human Rights, compliance, conflict	23 27
Performance Indicators				
Investment and Procurement Practices				
HR1.	Percentage and total number of significant investment agreements and contracts that include clauses incorporating human rights concerns, or that have undergone human rights screening.	6.3 Human Rights 6.3.3 Due diligence 6.3.5 Avoidance of complicity 6.6.6 Promoting social responsibility in the value chain	Human Rights, compliance, conflict	23, 27
HR2.	Percentage of significant suppliers, contractors, and other business partners that have undergone human rights screening, and actions taken.		Supply Chain	58-59
HR3.	Total hours of employee training on policies and procedures.	6.3 Human Rights 6.3.5 Avoidance of complicity	Employees	40-49
Non-Discrimination				
HR4.	Total number of incidents of discrimination and corrective actions taken.	6.3 Human Rights 6.3.6 Resolving grievances 6.3.7 Discrimination and vulnerable groups 6.3.10 Fundamental principles and rights at work 6.4.3 Employment and employment relationships	Employees, compliance	40-49

S/N	GRI 3.1 Required disclosure categories under the guidelines	ISO26000	Report Reference	Pages
Freedom of Association and Collective Bargaining				
HR5.	Operations and significant suppliers identified in which the right to exercise freedom of association and collective bargaining may be violated or at significant risk, and actions taken to support these rights.	6.3 Human Rights 6.3.3 Due diligence 6.3.4 Human rights risk situations 6.3.5 Avoidance of complicity 6.3.8 Civil and political rights 6.3.10 Fundamental principles and rights at work 6.4.3 Employment and employment relationships 6.4.5 Social dialogue	Supply Chain	58-59
Child Labour				
HR6.	Operations and significant suppliers identified as having significant risk for incidents of child labour, and measures taken to contribute to the effective abolition of child labour.	6.3 Human Rights 6.3.3 Due diligence 6.3.4 Human rights risk situations 6.3.5 Avoidance of complicity 6.3.7 Discrimination and vulnerable groups 6.3.10 Fundamental principles and rights at work 6.6.6 Promoting social responsibility in the value chain	Employees	40-49
Forced and Compulsory Labour				
HR7.	Operations and significant suppliers identified as having significant risk for incidents of forced or compulsory labour, and measures taken to contribute to the elimination of all forms of forced or compulsory labour.	6.3 Human Rights 6.3.3 Due diligence 6.3.4 Human rights risk situations 6.3.5 Avoidance of complicity 6.3.7 Discrimination and vulnerable groups 6.3.10 Fundamental principles and rights at work 6.6.6 Promoting social responsibility in the value chain	Child labour	44
Security Practices				
HR8.	Percentage of security personnel trained in the organisation's policies or procedures concerning aspects of human rights that are relevant to operations.	6.3 Human Rights 6.3.5 Avoidance of complicity 6.4.3 Employment and employment relationships 6.6.6 Promoting social responsibility in the value chain	Our Approach to Sustainability Employee	20-31
Indigenous Rights				
HR9.	Total number of incidents of violations involving rights of indigenous people and actions taken.	6.3 Human Rights 6.3.6 Resolving grievances 6.3.7 Discrimination and vulnerable groups 6.3.8 Civil and political rights 6.6.7 Respect for property rights	Our Approach to Sustainability Employee	20-31
Assessment				
HR10.	Percentage and total number of operations that have been subject to human rights reviews and/or impact assessments.	6.3 Human Rights 6.3.3 Due Diligence 6.3.4 Human rights risk situations 6.3.5 Avoidance of complicity		
Remediation				
HR11.	Number of grievances related to human rights filed, addressed and resolved through formal grievance mechanisms.	6.3 Human Rights 6.3.6 Resolving grievances	Our Approach to Sustainability	17-31

## GRI Data Table continued

S/N	GRI 3.1 Required disclosure categories under the guidelines	ISO26000	Report Reference	Pages
<b>Economic Performance Indicators (continued)</b>				
<b>Society</b>				
	Disclosure on Management Approach	6.2 Organisational governance 6.6 Fair Operating Practices 6.8 Community involvement and development	Executive Summary, Employees, Communities,	8-9 40-49 60-69
<b>Performance Indicators</b>				
<b>Local Communities</b>				
SO1.	Percentage of operations with implemented local community engagement, impact assessments, and development programmes.	6.3.9 Economic, social and cultural rights 6.8 Community involvement and development 6.8.3 Community involvement 6.8.9 Social investment	Communities	60-69
SO9.	Operations with significant potential or actual negative impacts on local communities.	6.3.9 Economic, social and cultural rights 6.5.3 Prevention of pollution 6.5.6 Protection of the environment, biodiversity and restoration of natural habitats 6.8 Community Involvement and development	Environment, Communities	52-57 60-69
SO10.	Percentage of operations with implemented local community engagement, impact assessments, and development programmes.	6.3.9 Economic, social and cultural rights 6.5.3 Prevention of pollution 6.5.6 Protection of the environment, biodiversity and restoration of natural habitats 6.8 Community Involvement and development	Environment, Communities	52-57 60-69
<b>Corruption</b>				
SO2.	Percentage and total number of business units analysed for risks related to corruption.	6.6 Fair Operating Practices 6.6.3 Anti-corruption	Our approach to sustainability	17-31
SO3.	Percentage of employees trained in organisation's anti-corruption policies and procedures.			
SO4.	Actions taken in response to incidents of corruption.			
<b>Public Policy</b>				
SO5.	Public policy positions and participation in public policy development and lobbying.	6.6 Fair Operating Practices 6.6.4 Responsible political involvement	Our approach to sustainability	17-31
SO6.	Total value of financial and in-kind contributions to political parties, politicians, and related institutions by country.	6.8.3 Community involvement	Nil	
<b>Anti-competitive Behaviour</b>				
SO7.	Total number of legal actions for anti-competitive behaviour, anti-trust, and monopoly practices and their outcomes.	6.6 Fair Operating Practices 6.6.5 Fair competition 6.6.7 Respect for property rights	Nil	
<b>Compliance</b>				
SO8.	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations.	6.6 Fair Operating Practices 6.6.3 Anti-Corruption 6.6.7 Respect for property rights 6.8.7 Wealth and income creation	Nil	

S/N	GRI 3.1 Required disclosure categories under the guidelines	ISO26000	Report Reference	Pages
<b>Product Responsibility</b>				
Disclosure on Management Approach		6.2 Organisational governance 6.6 Fair Operating Practices 6.7 Consumer Issues	Executive summary Customers	8-9 32-39
Performance Indicators				
Customer Health and Safety				
PR1.	Life cycle stages in which health and safety impacts of products and services are assessed for improvement, and percentage of significant products and services categories subject to such procedures.	6.3.9 Economic, social and cultural rights 6.6.6 Promoting social responsibility in the value chain	Customers, Communities	32-39 60-69
PR2.	Total number of incidents of non-compliance with regulations and voluntary codes concerning health and safety impacts of products and services during their life cycle, by type of outcomes.	6.7 Consumer Issues 6.7.4 Protecting consumers' health & safety 6.7.5 Sustainable consumption	Nil	
Product and Service Labeling				
PR3.	Type of product and service information required by procedures, and percentage of significant products and services subject to such information requirements.	6.7 Consumer Issues 6.7.3 Fair marketing, factual and unbiased information and fair contractual practices	Our Business at a Glance. Environment Customers	12-15 52-57 60-69
PR4.	Total number of incidents of non-compliance with regulations and voluntary codes concerning product and service information and labelling, by type of outcomes.	6.7.4 Protecting consumers' health & safety 6.7.5 Sustainable consumption 6.7.6 Consumer service, support and complaint and dispute resolution 6.7.9 Education and awareness		
PR5.	Practices related to customer satisfaction, including results of surveys measuring customer satisfaction.	6.7 Consumer Issues 6.7.4 Protecting consumers' health & safety 6.7.5 Sustainable consumption 6.7.6 Consumer service, support and complaint and dispute resolution 6.7.8 Access to essential services 6.7.9 Education and awareness	Customers, Environment	60-69 52-57
Marketing Communications				
PR6.	Programmes for adherence to laws, standards, and voluntary codes related to marketing communications, including advertising, promotion, and sponsorship.	6.7 Consumer Issues 6.7.3 Fair marketing, factual and unbiased information and fair contractual practices	Customers	60- 69
PR7.	Total number of incidents of non-compliance with regulations and voluntary codes concerning marketing communications, including advertising, promotion, and sponsorship by type of outcomes.	6.7.6 Consumer service, support and complaint and dispute resolution 6.7.9 Education and awareness	Nil	
Customer Privacy				
PR8.	Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data.	6.7 Consumer Issues 6.7.7 Consumer data protection and privacy	Supply Chain	58-59
Compliance				
PR9.	Monetary value of significant fines for non-compliance with laws and regulations concerning the provision and use of products and services.	6.7 Consumer Issues 6.7.6 Consumer service, support and complaint and dispute resolution	Customer: Customers' Ombudsman	38

## Our Approach to Tax

Tax is an important fiscal tool that aids the social and economic development of a nation, and helps increase public expenditure for the good of the people. As a responsible corporate citizen, we are committed to contributing our quota to national development through the timely and effective payment of our taxes and adherence to responsible best business practices. We believe this commitment is essential to promoting economic growth, providing adequate employment, delivering basic amenities and ensuring financial stability, all of which are important factors for promoting sustainable development of any economy.

Access Bank recognises that tax compliance is fundamental to earning and retaining the confidence and trust of our stakeholders. It provides the structure through which we set the corporate tax objectives of the Bank and the means of attaining those objectives.

To ensure compliance to tax laws and regulations, the Bank engages the services of experienced tax consultants, who assist the Bank in adhering to sound tax practices.

In 2012, we contributed a total of N344,929,000 as tax. We continually contribute our quota to the development of economies and we will contribute a substantial part of our revenue in line with the regulatory requirements of the countries in which we operate.

The Bank also plays a major role as a tax collector for the local, state and federal governments, thereby enhancing economic growth and government income at all levels.

### Transparency

In the course of our operations, we fully declare our financial and non-financial activities with the utmost transparency in a manner that meets all regulatory requirements. We also ensure that our business and sustainability initiatives are in line with relevant local and national legislations as well as global best practices.

We continually co-operate with relevant tax authorities to achieve the best possible outcome. We ensure that we maintain an excellent outlook so that we can continue to deliver and report as required. In line with our good corporate governance ethics, we refrain from tax-avoidance procedures and pay our fair share of taxes at all times and in accordance with relevant tax guidelines.

We also adopt standards that are well ahead of local legislation. For example, we were the first Nigerian bank to adopt the International Financial Reporting Standards (IFRS). We did this long before they became a regulatory requirement. We also work closely with government, regulators, industry peers and other concerned organisations to find solutions to ethical challenges especially with regards to reporting and tax remittance.

At year end, we were in the process of developing a fully fledged tax policy. When complete, this policy will help guide our activities and become part of the Bank's wider Code of Conduct. It will also contribute to the Bank's ability to achieve sustainable development.

### Disclosure and reporting

Access Bank is committed to making relevant disclosures even beyond regulatory requirements. We believe that clearly disclosing our activities, as required by regulations, amounts to best practice, which in turn is essential to sustainable economic growth.

As a leading financial institution, we have declared our activities in line with local and international compliance standards and tax regulations. This strengthens the trust of our stakeholders while enhancing the sustainability of our business. It is also consistent with our values as we believe in ensuring the growth of our business in an ethical manner. In addition, it strengthens the capacity of government to create an environment in which businesses can thrive and this in turn ensures our stakeholders' interests are fully addressed at all times.

### Group Tax expenses

Year	Profit before tax	Total Tax	% of profit before tax
2012	44,880,148	344,929	0.77
2011	20,301,365	3,593,110	17.7
2010	16,168,870	5,100,749	31.5

### 2012 Group Key Tax Figures

	2012	2011	2010
Gross Earnings	208,308,873	138,949,414	96,234,017
PBT	44,880,148	20,301,365	16,168,870
Tax	344,929	3,593,110	5,100,749

# Assurance

## Assurance statement

Access Bank has commissioned Corporate Citizenship to provide external assurance and a commentary solely on its printed Sustainability Report 2012.

## 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 Sustainability Report 2012 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 fifth full report. The Company has made important progress in its approach to sustainability and responsible banking over recent years. It continues to be a top priority for the Bank, demonstrated by a strong commitment from senior management to drive the sustainability agenda forward, in line with international best practice.

The report reflects a number of achievements in 2012. Among its highlights is Access Bank's active engagement in the development of the Nigerian Sustainable Banking Principles which led to the launch of the principles in 2012. Access Bank is now a signatory of the principles and is taking required steps to implement them. This, and other initiatives and engagement in external activities, demonstrates how Access Bank recognises that an industry-wide approach is crucial to achieve long-term and sustainable change.

Access Bank's aim to make progress on sustainability, following global best practice, is demonstrated through its strategic partnerships and adherence to a number of external initiatives and standards, including the Equator Principles, UN Global Compact and LBG.

An addition to this year's report is the section on tax, where the Bank describes its approach to tax and includes figures. This is a considerable improvement to Access Bank's reporting and reflects leading best practice.

Whilst achievements and activities are highlighted throughout the report, few challenges are mentioned. According to the GRI reporting principles, reporting should be balanced, covering both positive and negative trends in performance on a year-on-year basis. Access Bank could improve reporting by more fully discussing challenges the Bank is facing in its drive to be a leading sustainable bank. This would make the report more balanced, and also provide the reader with a more nuanced picture of the challenges associated with sustainable banking in West Africa.

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. In the year under review the Bank revised its Corporate Philosophy and decided to embed sustainability into operations. Meeting stakeholder expectations is a central aspect of the new approach. The report clearly tabulates the main group categories, the engagement mechanisms and the principal issues of interest. In so doing, Access Bank has addressed our recommendation in last year's statement.

While Nigeria remains the key market for Access Bank, it operates across 10 countries. These subsidiaries are required to follow policies and procedures set by Head Office in Lagos. That said, the majority of examples, facts and data included in this report refer to Nigeria alone. We therefore reiterate our previous recommendation that future reporting should include more details on the Bank's activities and operations across all markets.

**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. The Bank defines materiality according to the GRI (G3) guidelines definition, and with reference to both internal and external factors. Access Bank has improved reporting in this area, by including more extensive information on its process to define material issues, as well as a materiality matrix.

In line with the Bank's approach to responsible banking (reflecting its adherence to the Nigerian Sustainable Banking Principles), future reporting will require more detailed information on Environmental and Social Governance (ESG) issues, implementation of related systems and procedures as well as capacity building across the organisation on ESG matters.

Access Bank reports on a number of environmental impact areas related to its direct operations, including energy use, fuel consumption, water, waste and transport. In line with previous years' assurance statements we recommend the Bank to expand reporting in this area, including further detail on environmental strategy, goals, and performance data.

## Assurance continued

**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 report on the results from the stakeholder engagement, explaining how new policies and practices are developed in response to stakeholder feedback.

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, including the development of the Nigerian Sustainable Banking Principles, and the involvement in the ISO 26000 Nigeria Adoption Process.

### Looking forward

Over the last years, Access Bank has made significant progress towards becoming a sustainable bank. The Nigerian Sustainable Banking Principles hold great potential to make a significant change on responsible finance in Nigeria. Going forward, the next step for Access Bank is to strengthen group-wide knowledge and capacity on ESG to ensure successful adoption of the principles in the stated timeline (as outlined in the principles).

Finally, we repeat our recommendation that Access Bank would improve its reporting if it published future "stretch goals" with clearly defined targets for its KPIs. We believe that such approach would help the Bank further drive sustainability performance and demonstrate to stakeholders the extent of its ambitions.

### Corporate Citizenship

London

14 August 2013

## Methodological notes

The assurance work was commissioned in February 2013 and was completed on 14 August 2013. 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 detailed evaluation of Access Bank's 2012 sustainability reporting against the principles of AA1000 was conducted. 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 sustainability 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 and sustainability; 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.
- 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.
- Site visit to Access Bank's head office in Lagos.
- Interviews with 10 senior managers including the Group Head of Compliance and Internal Control, the ESG Officer and a Credit Risk Officer.

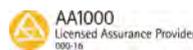
Our work did not extend to a complete audit of the report's contents. We have not been responsible for the preparation of Access Bank's Sustainability Report nor in devising the internal management and reporting systems that yielded the data contained therein.

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 judgments, or take any decisions, of a financial nature.

Corporate Citizenship is a leading assessor of corporate responsibility and sustainability reports and AA1000 Licensed Assurance Provider.

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 (London Benchmarking Group: [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 2013.

Corporate Citizenship is part of Chime Communications.



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## Contact Information

This report has been prepared in line with the Global Reporting Initiative (GRI) Sustainability Guidelines to the GRI Application level B+ and ISO 26000 guidelines. We also utilised the report to reflect steps taken so far with respect to the Nigerian Sustainable Banking Principles (NSBP) and the Bank's commitment to the Women Empowerment Principles (WEPs). We have done this as a way of adding value to our Sustainability 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 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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# Sustainability Statement

As a leading African financial institution with over 6,000,000 customers, 800,000 shareholders and 12,000 employees across Africa and the United Kingdom, Access Bank is committed to building a lasting and profitable financial institution whose operations promote the ability of future generations to live in a healthy and prosperous manner.

Consistent with our vision to be the World's Most Respected African bank, we will be a flagbearer for sustainable business practices which have tangible benefits for the financial system and our host communities. Specifically we will pursue positive environmental, social and governance outcomes through our lending activities, promote diversity and healthy living in our workplace, treat our customers fairly in line with international best practices and deliver world-class services to hitherto excluded segments of the economy through innovation and technology.

We are confident that we will tell a story of continued sustainable growth and excellence; as we consciously manage the social and environmental impact of our business operations and activities.

This is our commitment to *sustainable banking*.

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