ACCESS BANK
FINANCING THE FUTURE

SUSTAINABILITY REPORT 2014
EXECUTIVE SUMMARY

At Access Bank, our vision is to be the world’s most respected African Bank. On this journey, we understand that our operations and banking activities are not conducted in a vacuum. As such, we make efforts to continually understand the expectations, needs and concerns of those who influence, and are influenced by, our business whilst simultaneously seeking to respond adequately to these expectations. In a bid to guarantee the financial and economic sustainability of our business, we respond with a variety of initiatives and actions which also allow for maximum possible beneficial impact on the local and global economy. The environment and society at large. In light of this, the 2014 Access Bank Sustainability Report has been produced to meet the specific sustainability information needs of our diverse stakeholders.

Ensuring that we consider the needs of all our stakeholders is essential to enabling us to fulfill our role; taking decisions which, in the long term, are positive for our customers, shareholders, employees and the communities in which we operate. Similarly, crucially. Above all, we conduct our business in a way that is sustainable, facilitating greater and more inclusive prosperity for current and future generations. We believe that success is not only measured by what we do, but also by how we do it. Thus, having secured our foundation sustainably, everything we do is driven by the desire to achieve our vision through sustainability. As we move rapidly towards financing the future, we are optimistic about what lies ahead and have greater confidence about prospects regarding inclusive growth and prosperity for communities, resource efficiency and environmental sustainability.

ABOUT THIS REPORT

The 2014 Access Bank Sustainability Report presents our sustainability performance for the period ranging from the 1st of January 2014 to the 31st of December 2014. Material events after this date and up to the 26th of July 2015 have also been included subject to board approval. We consider an issue to be material if it is likely to impact our ability to achieve our strategy, to remain commercially sustainable and socially relevant. The intended readers of this report are the Bank’s broad base of stakeholders, specifically, those whom we have direct relationships and regularly communicate with. These include our shareholders, customers, employees, suppliers, government and regulatory organisations. Our stakeholders are those whom we engage with from time-to-time on particular issues or processes, policies, projects and performance (financial and non-financial). Stakeholders have an indirect impact on and may be impacted by our business activities; they include the communities we operate in, strategic alliances we are committed to, community development and nongovernmental organisations. To develop this report, we have made use of relevant and applicable international sustainability standards and guidelines, particularly the AA1000 Assurance Guidelines and, for the first time, we have prepared this sustainability report in accordance with the GRI G4 Sustainability Reporting Guidelines. And, additionally, Corporate Citizenship has provided an independent third-party assurance for this report. For more information, please see Corporate Citizenship Assurance Statement on page XYZ.
CHAIRPERSON’S STATEMENT

Over the years, globalisation and its attendant economic benefits have lifted many people out of poverty and has raised the income levels of millions more. However, this prosperity has mostly come at the expense of the environment and local communities. At Access Bank, we recognise that our growth must be sustainable to the end that it is both inclusive and environmentally sound to realise the impact of our operations on the planet as well as improve the quality of life for people in our host communities.

Our Bank has made good progress on many fronts; we continue to position ourselves as an industry leader by allowing the concept of sustainability to permeate our operations, communities and business activities on every level.

Our commitment to our stakeholders is a fundamental part of who we are. Indeed, we strive to serve our clients, employees, shareholders and communities at all times and believe that doing our part to sustain the environment is a vital part of who we are and believe that doing our part to sustain the environment is a vital part of who we are.

Access Bank employees devoted around 40,000 hours of their time to a wide range of volunteering activities, and these included projects which help young people build the skills and confidence to fulfill their potential. Clearly, we have turned corporate social responsibility into action. Our values guide our behaviour. They help us to conduct business with the utmost integrity, to create long-term value for our shareholders and to nurture the best talent. We maintain an unwavering focus on serving our customers effectively. At the same time, we work to constantly improve our processes, procedures and policies.

At Access Bank, we understand that focusing on profit is a legitimate motive for every economic behaviour. We however, make it our purpose to make financial lives better through the power of our over 10,000 employees who daily deliver on this purpose for our customers, strengthening the communities through voluntary service contribution and philanthropy.

In the year under review, our Bank contributed over 280,000 volunteer hours investing in causes that benefit society. All of our actions, from the way we run our business to our employee volunteering scheme to how we use our resources, align with our vision of becoming the world’s most respected African Bank. We therefore focus on connecting our capabilities to help people achieve their goals, connecting companies and individuals to finance that fuel the present and future-economic growth and community development.

Mrs. Mosunmola Belo-Olusoga
Chairperson, Access Bank plc

GROUP MANAGING DIRECTOR/CEO’S STATEMENT

Acting responsibly requires balancing between economic, environmental and social objectives. Our economic success as a Bank has been supported largely by our people, ambition and sustainability practices. Whilst we continue to vigorously pursue our vision which is now outlined with a clear strategy that will help us achieve, our goals to build and maintain a business which is profitable yet sustainable in the long term. Our strategic approach guides us in the commitment we have to Access Bank.

Through our principal activities – providing financial services and managing risks, we play a central role in society and in the economic system. Our target is to build and maintain a business which is sustainable in the long term. Banks, and the employees within them, play a crucial role in the economic and social system, creating value for many parties in different ways.

By extending access to finance and innovative financial products to our clients; we are contributing to sustainable economic growth in our markets and local economies. We do this through our innovative financial products and services which help drive economic development and job creation. Access Bank’s main impact on the environment and society is through the business activities we finance.

To achieve long term sustainable development, we strive to responsibly manage our environmental and social risks. Our approach is to engage with key stakeholders – customers, investors, employees, suppliers, regulators and communities to reduce or manage the impacts from our financing decisions. In doing this, we are better positioned to strengthen and develop long lasting relationships, and contribute to sustainable development of our host communities.

At Access Bank, we place premium on sustainable socio-economic and human development. This is evident in our approach and commitment to promoting the wellbeing of our employees and surrounding communities; meeting the utility needs of our clients and customers; safeguarding the environment from degradation; and guaranteeing profits for our shareholders and investors. As we continue to take this committed approach, we recognise that we are taking remarkable steps towards realising our bank-wide vision of becoming the world’s most respected African Bank, while also making positive impact in societies around us. As we operate our business, and record noteworthy successes, we appreciate the efforts of our various stakeholders who have been part of the journey right from the beginning of the year.

We understand that there is no success without them. In response to stakeholder expectations, we sought to strengthen our internal systems to deliver inclusive products, women empowerment initiatives, community investment and continued engagement/dialogue. It is delighting to see the several development initiatives undertaken by our employees who contribute their time, talents and money, to champion life changing interventions in local communities. We also leveraged resource efficiency models internally to manage our consumption of water, energy and paper whilst also cushioning the environmental and social effects of our financial products and services. In line with our commitment to innovative products and inclusive finance, we launched a range of exciting products and initiatives to meet the needs of the under-banked segments of society. These products include the Evergreen Account for retirees, Pay and Capture (a payment solution that has helped to reduce the number of people that have little or no access to financial services), Access Money and the ‘W’ initiative. This way, our Bank is helping to reduce the number of people that have little or no access to financial services. The ‘W’ initiative is our Bank’s response to the global efforts at supporting and empowering today’s woman. Through the ‘W’ initiative, we are helping to build a bigger and stronger society which appreciates and leverages the power of womanhood. As we move towards that big, strong and sustainable future, we remain committed to international best practices such as the United Nations Global Compact, UN Women Empowerment Principles, Equator Principles, United Nations Environment Programme Finance Initiative, amongst others.

We have also forged partnerships with the public and private sector with a shared commitment to include efforts in sustainable development across multi-sector or industry platforms. By working together with stakeholders, we can truly lead improve the adoption of sustainable business practices in Nigeria and broadly Africa. Looking ahead with great optimism, we will be the highest standards of integrity in everything we do. Drive value for our investors by putting long-term success over short term gain, earn our stakeholders’ trust by placing them at the core of our strategy. Deliver best in class innovation by empowering our people and act as a responsible partner with communities by enriching more lives through our social impact initiatives.

Herbert Wigwe,
Access Bank Plc
The 2014 Access Bank Sustainability report builds on progress and feedback from our stakeholders during the year. We seek to provide a detailed overview of our Bank’s financial and non-financial performance through the period January 01, 2014 to December 31, 2015.

In the year under review, our Bank made significant progress in its financial and non-financial performance enhancing sustainability across every aspect of the business informed the dynamic needs of our stakeholders – employees, customers, community, investors, suppliers and regulators.

**ECONOMIC PERFORMANCE**

Below is an analysis of how value was created and distributed to relevant stakeholders during the period:

<table>
<thead>
<tr>
<th>Categories of Economic Value</th>
<th>2014</th>
<th>2013</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Direct economic value generated</td>
<td>Revenues</td>
<td>245,217,569</td>
<td>206,891,219</td>
</tr>
<tr>
<td>Economic value distributed</td>
<td>Operating costs</td>
<td>152,824,294</td>
<td>122,802,371</td>
</tr>
<tr>
<td></td>
<td>Employee wages and benefits</td>
<td>31,293,540</td>
<td>31,081,954</td>
</tr>
<tr>
<td></td>
<td>Payments to providers of capital</td>
<td>22,483,662</td>
<td>28,270,022</td>
</tr>
<tr>
<td></td>
<td>Payments to government (by country)</td>
<td>8,558,810</td>
<td>7,468,739</td>
</tr>
<tr>
<td></td>
<td>Community investments and charitable donations</td>
<td>388,832</td>
<td>391,000</td>
</tr>
<tr>
<td>Economic value retained</td>
<td>29,106,341</td>
<td>16,847,113</td>
<td>35,064,623</td>
</tr>
</tbody>
</table>

**AWARDS & RECOGNITION**

**July 2015**

- “GBC Health Leadership in Sustainability Award”
  - Access Bank emerged winner of the GBC Health Leadership in Sustainability Award. This award recognizes the Bank as a leader in sustainability in Nigeria, and broadly Africa.

- “EuroMoney Best Flow House Award”
  - In the 2015 EuroMoney Awards for Excellence, Access Bank emerged as the winner of the Best Flow House in Africa award. The Bank was recognized for its increasing transaction flows across Africa and particularly for its dominance of the Nigerian financial market. Furthermore, this is the first time an African Bank has been named winner of this highly-revered award.

**May 2015**

- “Most Socially Responsible Bank, Nigeria”
  - The Bank was awarded the title of the “Most Socially Responsible Bank” in the Intercontinental Finance Magazine Global Awards. This further attests to the ever-increasing innovation and sustained commitment to good corporate citizenship that the Bank continues to champion.

**December 2014**

- “Centre for Environmental Management and Control (CEPMAC) Sustainability Award”
  - The University of Nigeria, Nsukka (UNN) awarded the Bank for its selfless investments in surrounding communities, the Bank was able to retain substantial earnings and economic value that will enable it to sustain itself in the coming years.

**July 2014**

- “Socially Responsible Lender of the Year”
  - Access Bank emerged winner of the most socially responsible Bank of the year at the Business Day Annual Banking Awards.

- “Credit card product of the year”
  - Access Bank emerged overall winner in the ‘Credit Card Product of the Year’ category at the annual Card and e-Payment Africa, South Africa. ‘The award is recognition for the Bank’s investment in its card products and channel services, creativity, innovation and value to its customers.” In 2014, we made significant progress in generating revenues by offering unparalleled financial products and services to our numerous customers.

- “Most Sustainable Bank, Nigeria”
  - Our Bank was officially announced as the Most Sustainable Bank in Nigeria by World Finance, United Kingdom. The award is testament of our leadership in the sustainability space in Nigeria and Africa at large.

**April 2014**

- “Best Nigerian Company in Corporate Citizenship”
  - Access Bank was adjudged the best Nigerian company in Corporate Citizenship in the first ever competitive index on corporate social responsibility in Nigeria by CSR-in-Action, a registered social enterprise devoted to the advancement of social ethics, social responsibility and corporate governance in Nigeria.

**March 2014**

- “Centre for Environmental Management and Control (CEPMAC) Sustainability Award”
  - The University of Nigeria, Nsukka (UNN) awarded the Bank for its selfless investments in surrounding communities, the Bank was able to retain substantial earnings and economic value that will enable it to sustain itself in the coming years.
KEY PERFORMANCE

TABLE 1: ECONOMIC VALUE GENERATED, DISTRIBUTED AND RETAINED

<table>
<thead>
<tr>
<th>Categories of Economic Value</th>
<th>2012 ('000 Naira)</th>
<th>2013 ('000 Naira)</th>
<th>2014 ('000 Naira)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Direct economic value generated</td>
<td>Revenues</td>
<td>208,538,873</td>
<td>208,991,219</td>
</tr>
<tr>
<td>Economic value distributed</td>
<td>Operating costs</td>
<td>121,008,955</td>
<td>132,802,371</td>
</tr>
<tr>
<td></td>
<td>Employee wages and benefits</td>
<td>35,662,150</td>
<td>31,861,954</td>
</tr>
<tr>
<td></td>
<td>Payments to providers of capital</td>
<td>16,685,567</td>
<td>28,270,022</td>
</tr>
<tr>
<td></td>
<td>Payments to government (by country)</td>
<td>1,695,541</td>
<td>7,468,759</td>
</tr>
<tr>
<td></td>
<td>Community investments and charitable donations</td>
<td>173,229,020</td>
<td>391,000,000</td>
</tr>
<tr>
<td>Economic value retained</td>
<td></td>
<td>31,064,623</td>
<td>16,847,113</td>
</tr>
</tbody>
</table>

Access Bank integrates the principles of sustainable development into its work with clients, suppliers, and communities. These principles are also at the heart of Access Bank’s corporate philosophy and are aligned with our overarching goal of becoming the world’s most respected African Bank. In 2015, the Sustainable Development Goals (SDGs), a proposed set of goals, targets and indicators that countries will use over the next 15 years as a framework for designing their agendas and policies, will be launched. Finance will be a critical cornerstone of the SDGs, and Access Bank is supporting the design and implementation of financing solutions to meet the needs of the post-2015 agenda. Our work in sustainable development, focus among other areas primarily on health, arts, sports, education, and the environment. As a hallmark of progress, the Bank’s revenues increased significantly in 2014, and so did employee benefits and our contributions to the government through tax payments. However, the amount of economic value channelled into community investment lowered slightly in 2014 compared to 2013. This decrease, although not substantial, was a result of the Bank’s decision to focus on other areas. Access Bank integrates the principles of sustainable development into its work with clients, suppliers, and communities. These principles are also at the heart of Access Bank’s corporate philosophy and are aligned with our overarching goal of becoming the world’s most respected African Bank. In 2015, the Sustainable Development Goals (SDGs), a proposed set of goals, targets and indicators that countries will use over the next 15 years as a framework for designing their agendas and policies, will be launched. Finance will be a critical cornerstone of the SDGs, and Access Bank is supporting the design and implementation of financing solutions to meet the needs of the post-2015 agenda. Our work in sustainable development, focus among other areas primarily on health, arts, sports, education, and the environment. As a hallmark of progress, the Bank’s revenues increased significantly in 2014, and so did employee benefits and our contributions to the government through tax payments. However, the amount of economic value channelled into community investment lowered slightly in 2014 compared to 2013. This decrease, although not substantial, was a result of the Bank’s decision to focus on other areas.

“PRIMARILY ON HEALTH, ARTS, SPORTS, EDUCATION, AND THE ENVIRONMENT”

Organisational profile
Access Bank Plc is a full service commercial Bank operating through a network of 310 branches and service outlets located in major centres across Nigeria, sub-Saharan Africa and the United Kingdom. Listed on the Nigerian Stock Exchange in 1998, our Bank serves various markets through 4 business segments: Corporate and Investment, Commercial, Business Banking, Personal and Private Banking. We have over 830,000 shareholders including several Nigerian and International Institutional Investors and have enjoyed what is arguably Africa’s most successful banking growth trajectory in the last ten years ranking amongst Africa’s top 20 banks by total assets and capital. As part of our continued growth strategy, we are focused on mainstreaming sustainable business practices into our operations by constantly delivering sustainable economic growth that is profitable, environmentally responsible and socially relevant.

Nature of ownership and legal form
The Bank maintains an excellent track record of corporate governance having clearly demonstrated a strong commitment to adhere to and exceed regulatory requirements. From strict performance monitoring to the careful appointment and supervision of experienced, capable Directors, not to mention the complementary role of overseeing committee, we will always be in the leading rank. We are also transparent in all that we do, maintaining high ethical standard. And if we should ever fall short, we have a formal whistle-blowing procedure to ensure we stay on the right course. In all of this, we adhere to — and strive to exceed — the regulatory requirements. That way you can be sure that a better tomorrow awaits, not just because of our vision, but because of the way we believe in getting there.

The Bank and its subsidiaries (the Group) are governed under a framework that enables the Board to discharge its oversight function continuously and effectively in the planning, definition and execution of strategy. Management’s report on the execution of defined strategic objectives is a regular feature of the Board’s agenda, thus providing the Board with the opportunity to evaluate and criticise management’s execution of strategy.

These, in addition to the Board’s charter and the Bank’s Memorandum and Articles of Association, collectively provide the foundation for sound corporate governance. Our core values of excellence, innovation, leadership, passion for customers, professionalism and empowered employees continue to shape our corporate behaviour.

Performance Monitoring and Evaluation
The Board in the discharge of its oversight function continuously engages management in the planning, definition and execution of strategy. Management’s report on the execution of defined strategic objectives is a regular feature of the Board’s agenda, thus providing the Board with the opportunity to evaluate and criticise management’s execution of strategy.
The Bank's performance on Corporate Governance is continuously monitored and reported. We carry out quarterly and annual reviews of our compliance with the CBN Code and the SEC Code respectively, and render reports to the regulators. The Board has also established a system of independent annual evaluation of its performance, that of its committees and individual directors. The evaluation is done by an independent consultant approved by the Board. In 2014, Accenture Limited was engaged to conduct the performance evaluation. The independent consultant does not have any connection with the Group or any of its directors. The Board believes that the use of an independent consultant not only encourages directors to be more candid in their evaluation of the Board's performance, but also enhances the objectivity and transparency of the evaluation process.

The result of the Board performance evaluation was presented by the independent consultant during the Board Meeting held on January 29, 2015. The evaluation was a 360 degree exercise covering directors' self-assessment, peer assessment, and evaluation of the Board and the Committees. The effectiveness of the Independent Directors vis-à-vis the CBN Guidelines on Independent Directors of Banks was also evaluated. The result confirmed that the individual directors and the Board continue to operate at a very high level of effectiveness and efficiency.

Appointment, Retirement and Re-election of Directors. The Board has put in place a formal process for the selection of new directors to ensure the transparency of the nomination process. The process is documented in the Fit and Proper Person policy and is led by the Board Governance and Nomination Committee. The Committee identifies candidates for appointment as director in consultation with the Chairman, the Group Managing Director and/or any other director, or through the use of search firms or such other methods as the Committee deems helpful to identify candidates. Once candidates have been identified, the Committee shall confirm that the candidates meet the minimum qualifications for director nominees set forth in the policy. The Committee may gather information about the candidates through interviews, questionnaires, background checks, or any other means that the Committee deems helpful in the evaluation process. The Committee meets to discuss and evaluate the qualifications and skills of each candidate, taking into account the overall composition and needs of the Board. Based on the results of the evaluation process, the Committee shall recommend candidates to the Board for appointment as a director subject to shareholders and Central Bank of Nigeria's approval.

Dr. Babatunde Fashoye, following his completion of the maximum 12 year term as provided by the CBN Code, retired from the Board on January 28, 2014. The Board had in December 2013 approved the appointment of Mr. Paul Usoro as a Non-Executive Director. The appointment was approved by the CBN in January 2014. In accordance with the Bank's Articles of Association, one third of all Non-Executive Directors (rounded down) are offered for re-election every year (depending on their tenure on the Board) together with directors appointed by the Board since the last Annual General Meeting. In keeping with the requirement, Messrs, Emmanuel Chagunja, Onitsebiare Oyebolu and Mrs. Antoinia Kiemi Ogunmefun retired at the Bank's 25th Annual General Meeting held on April 30, 2014 and were not re-elected by shareholders. The shareholders also elected Dr. (Mrs) Ayoade Erinlu, Mr. Paul Usoro, Dr . Emmanuel Onyeku, Mrs. Oyinkan Ogahre, Mr. Roosevelt Ogbonna, Mr. Elisha Igboanike and Mrs. Titi Osuncule. The appointments had earlier been approved by the CBN. Pursuant to the provisions of the Article of Association, Dr. Irishakwakl, Mrs. Masun (Bako) Olusoga and Dr. Ernest Ndukwe will retire at this Annual General Meeting and being eligible for re-election will submit themselves for re-election. The Board confirms that following a formal evaluation, these three Directors continue to demonstrate commitment to their role as Non-Executive Directors.

The Bank's total capitalisation as at year end 2014 is broken down into debt and equity as follows.

<table>
<thead>
<tr>
<th>Category</th>
<th>Capital '000 Naira</th>
</tr>
</thead>
<tbody>
<tr>
<td>Shareholders' Funds</td>
<td>277,410,728</td>
</tr>
<tr>
<td>Tier II capital - Bonds</td>
<td>73,151,391</td>
</tr>
<tr>
<td>Total</td>
<td>350,566,119</td>
</tr>
</tbody>
</table>

Table 5: Bank’s total capitalisation

The Bank's satisfactory liquidity and capitalisation, as well as the Bank's improved framework for managing its business risks and seizing opportunities. Although, revenues increased significantly during the reporting period, there were no significant changes to the Bank’s ownership structure. The Bank's total capitalisation as at year end 2014 is broken down into debt and equity as follows.

Given their experience and background, the Board believes that they will continue to add value to the Bank. The Group recommended the re-election of these Directors to maintain the needed balance of skill, knowledge and experience on the Board.

Significant Changes

During the reporting period, the Bank made substantial progress in strengthening the stability of our credit outlook. Our credit rating was upgraded from "A" to "A+" by Agusto & Co, a leading credit rating firm in Nigeria, thus affirming the Bank as one of the Systematically Important Banking (SIB) institutions in Nigeria and positioning Access Bank as one of Nigeria's tier 1 banks.

The Board confirms that following a formal evaluation, these three Directors continue to demonstrate commitment to their role as Non-Executive Directors.
Access Bank Sustainability Report 2014

**OUR APPROACH TO SUSTAINABILITY**

**CORPORATE PHILOSOPHY**

**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 value to our customers and provide innovative solutions for the markets and communities we serve.

**Our Core Values**

**Excellence**

- Surpassing ordinary standards to be the best in all that we do.
- Setting the standards 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 'excellence at all costs' but excellence on all fronts.

**Leadership**

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

**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; and
- Ensuring continuous learning through continuous growth and career development.

**Empowered employees**

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

**Passion for customers**

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

**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/ready; and
- Anticipating and responding quickly to market needs with the right technology, products and services to achieve customer objectives.

**Empowering employees**

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

**Our Approach**

As a Bank, we are not only in business to maximise shareholders’ value; we consider the social and environmental impact of every aspect of our banking operations. The Bank’s Management has a high level of focus on sustainability and the Bank’s strategy is to integrate sustainability into our operations for the long term success of our business.

Access Bank’s Board of Directors, through an established CSR/ Sustainability Committee, provide the highest level of governance oversight for sustainability management. The CSR/ Sustainability Committee is responsible for overseeing the delivery of the Bank’s sustainable business strategy to ensure the Bank’s sustainability ambitions in each of its strategic priorities are achieved.

We adopt global best practice principles, frameworks and standards to support the effective mainstreaming of sustainability in the Bank. We are therefore an Equator Principles Financial Institution, international stakeholder of Global Reporting Initiatives, and Co-Chair of the United Nations Global Compact Local Network, Nigeria, and Board Member of the United Nations Environment Programme (UNEP). In 2014, our sustainability approach focused on responsible business practice, community investment and strategic positioning on sustainability. Our banking philosophy promotes economic development and sustainable social and environmental causes across a range of stakeholders.

Our responsible business practice encompasses economic development and advocacy; employee and stakeholder relations; treating customers fairly; the environment; and gender empowerment. In the period under review, we made progress in our sustainability performance with regards to our environmental, social and economic impacts. Our strategic result areas include:

**environment:**

By focusing and applying our resources and experience, we have become an active force in managing operational impact of business on the environment by mainstreaming environmentally friendly policies into our business.

**People and culture:**

We have continued to attain business unit buy-in for a broad Environmental and Social Risk Management (ESRM) Policy which is applied in our lending decision. We also continue to pursue our aspiration to be the employer of choice in the communities where we operate.

**Community:**

Putting the community at the centre of everything we do is critical to our success.

Our business is focused on listening to the needs of the communities in which we operate and provide genuine solutions that help improve such communities.

**Supply chain:**

In our journey to becoming a truly sustainable enterprise, our Bank has taken a look beyond direct operations and deep into supply chain. We continue to influence the behaviour of suppliers by enforcing policies covering human rights, labour and environment.

**Our approach:**

<table>
<thead>
<tr>
<th>Strategic term</th>
<th>Strategic term</th>
<th>Our Strategic Sustainability Drivers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Long term</td>
<td>Until the achievement of our Bank’s vision</td>
<td>Access Bank’s vision: “To be the world’s most respected African bank”</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Access Bank’s Sustainability vision: “To be the most sustainable and respected bank in Africa, financing and facilitating brighter futures for all of our stakeholders through innovative services and best in class operators.”</td>
</tr>
<tr>
<td>Short to Medium term</td>
<td>1 - 5 years</td>
<td>Bank’s strategic medium term targets Currently in progress:</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Strategic leadership positioning on sustainability</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Innovative financing for social development</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Building tangible assets</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Risk management</td>
</tr>
</tbody>
</table>

Table 4: Our Approach to Sustainability
STAKEHOLDER ENGAGEMENT IN 2014

Access Bank’s success is hinged on the relationship we have with our stakeholders. For us, stakeholder management is more than simply communicating with people connected to our Bank; it is an ongoing process of listening, informing, sharing ideas and receiving feedback — with the objective of creating shared value and growth for the Bank and its stakeholders. We define our stakeholders as those individuals or groups of persons that impact on, or are impacted by, our business operations, and activities.

Regularly, the Bank engages in a number of activities to improve the experience of our stakeholders. At Access Bank, every stakeholder is important to us. However, for optimum engagement, we prioritise our stakeholder groups according to the level of the influence they have on our Bank’s business, as well as the impact we potentially have on them. Our priority stakeholders are our employees, customers, investors, regulators and communities. We further demonstrate our commitment to our stakeholders by including them as key elements in our Bank’s mission statement.

By empowering our various strategic business units to engage directly with their particular stakeholders, we ensure that the Bank remains fully in touch with their needs, expectations and perceptions and enables the businesses to react quickly to any issue that requires attention.

### EMPLOYEES

#### Why we engage with our employees

- To ensure that we remain an employer of choice that provides a safe, positive and inspiring working environment.
- To understand and respond to the needs and concerns of our staff members.
- To provide staff with strategic direction and keep them informed about group activities.

#### Frequency of engagement

- Ongoing and daily engagement at all levels.
- As required by staff

#### 2014 engagements

- In addition to the regular, direct communication between managers and teams, specific employee engagements in 2014 included:
  - Group Executive visioning meetings
  - Employee satisfaction surveys
  - Recognition and Awards
  - Retreats
  - HIll Town Hall Meetings
  - Regular electronic newsletters
  - Employee Volunteering Showcase
  - Intranet
  - Happy Hour
  - Retreats

#### Why we engage with our employees

- Ongoing and daily engagement at all levels.
- As required by staff

#### Material Issues

<table>
<thead>
<tr>
<th>Work/life Balance</th>
<th>Our response/Resulting developments</th>
</tr>
</thead>
<tbody>
<tr>
<td>We offer our employees and managers numerous development opportunities through leadership development trainings, our monthly “Quest for Excellence” engagement sessions aimed at exposing employees to industry trends and talent development.</td>
<td>Specifically, we instituted the Access Women Network with the objective of developing new and existing female talents through capacity building, mentoring, and networking.</td>
</tr>
</tbody>
</table>

#### Development and growth opportunities

- We offer our employees and managers numerous development opportunities through leadership development trainings, our monthly “Quest for Excellence” engagement sessions aimed at exposing employees to industry trends and talent development.
- Specifically, we instituted the Access Women Network with the objective of developing new and existing female talents through capacity building, mentoring, and networking.

### CUSTOMERS

#### Why we engage with our employees

- To gain a better understanding of our customers, their aspirations, businesses and financial service needs.
- To ensure that we maintain the high service levels expected by our customers.
- To inform product development and prioritisation.
- To ensure accuracy of our customers’ personal and/or business information.

#### Why our customers engage with us

- To access the financial products and services they need.
- To get advice and guidance on how to achieve desired outcomes for themselves, their families, their businesses and their communities.
- To provide us with input that can be used to enhance our solutions and services.

#### Frequency of engagement

- Depends on customer needs and identified service or guidance opportunities.

---

**STakeholders influence on Access Bank**

<table>
<thead>
<tr>
<th>Stakeholders</th>
<th>Dependence on Access Bank</th>
</tr>
</thead>
<tbody>
<tr>
<td>Media</td>
<td></td>
</tr>
<tr>
<td>Industry</td>
<td></td>
</tr>
<tr>
<td>Analysts</td>
<td></td>
</tr>
<tr>
<td>Regulators</td>
<td></td>
</tr>
<tr>
<td>Shareholders</td>
<td></td>
</tr>
<tr>
<td>Customers</td>
<td></td>
</tr>
<tr>
<td>Communities</td>
<td></td>
</tr>
<tr>
<td>Employees</td>
<td></td>
</tr>
<tr>
<td>Supplier</td>
<td></td>
</tr>
</tbody>
</table>
### CUSTOMERS

**Specific 2014 engagements**  
- Interactions through branch outlets, relationship managers, call centres and complaint lines.  
- Customer seminars and surveys.  
- Social media, marketing and advertising activities.  
- Specific customer engagements, including focus groups, one-on-one meetings, functions and events.

**Material Issues**  
Our response/Resulting developments

**Greater accessibility to banking Services and customer-friendly channel choice**  
- We moved beyond provision of mainstream financial service to the introduction of mobile solutions such as PaywithCapture and AccessMoney, through which our customers were provided with online and mobile service channels to increase access to our banking services.

**Holistic understanding of customers’ businesses**  
- We proactively match the skills of our bankers to identified customer needs.  
- We ensure that our customers have access to specialists when these are needed.

### COMMUNITIES

**Why we engage with our communities**  
- To create partnerships that best facilitate our integrated sustainability activities.  
- To obtain input from communities and non-governmental organisations (NGOs) regarding key focus areas.  
- To create awareness of our integrated sustainability commitment and initiatives.

**Why our communities engage with us**  
- To secure funding and partner on common social and environmental issues.  
- To collaborate in a way that furthers social and environmental agendas for the greater good of local communities.

**Frequency of engagement**  
- Ongoing, as partnerships dictate or as stakeholder needs require.

**Specific 2014 engagements**  
- Employee volunteering initiatives  
- Charitable donations  
- Non-governmental organisation (NGO) partnerships  
- Philanthropic sponsorships  
- Community outreach efforts.

**Material Issues**  
Our response/Resulting developments

**Malaria**  
- Partnered with the GBCHealth to build capacity and support the drive for malaria elimination in Nigeria. Our partnership with the GBCHealth also led to the establishment of the Malaria Elimination Trust, a vehicle through which funds are raised to support the national government and international community efforts at eliminating malaria in Nigeria.

### REGULATORS

**Why we engage with our regulators**  
- To maintain open, honest and transparent relationships with Regulators and ensure compliance with all legal and regulatory requirements.  
- To retain our various operating licences and minimise our operational risk.

**Why our regulators engage with us**  
- To ensure regulatory compliance  
- To promote a sound financial system.

**Frequency of engagement**  
- Daily, weekly, quarterly and as required.

**Specific 2014 engagements**  
- Regulatory consultations  
- Working groups  
- Onsite meetings.

**Material Issues**  
Our response/Resulting developments

**Financial sustainability**  
- The Bank complies with the relevant provisions of the Securities and Exchange Commission and the Central Bank of Nigeria regulatory requirements.

### SUPPLIERS

**Why we engage with our suppliers**  
- To obtain products or services required for conducting our business.  
- To maintain an ideal supply of goods and services for our operations.  
- To help suppliers ensure their own sustainability through education and development.

**Why our suppliers engage with us**  
- To provide products and services.  
- To promote new products and service offerings.  
- To respond to tenders.  
- To seek input and guidance on their sustainability journeys.

**Frequency of engagement**  
- Forums, Ongoing, as required.

**Specific 2014 engagements**  
- One-on-one negotiations and meetings  
- Ongoing interaction with suppliers and contractors for procurement purposes.

**Material Issues**  
Our response/Resulting developments

**Pricing, payment terms and service delivery**  
- Special payment terms of seven days are adhered to for small businesses.  
- Due diligence completed before suppliers are engaged.
## SHAREHOLDERS

### Why we engage with our shareholders
- To continue learning through interaction with the industry and cross-sectorial organisations.
- To leverage and build our strategic business partnerships for the maximum benefit of all our stakeholders.

### Why our shareholders engage with us
- For mutually beneficial learning and to influence and/or promote the Bank’s Sustainability agenda.

### Frequency of engagement
- Ongoing, as required.

### 2014 engagements
- Investor Day
- Deal/ Non-deal Roadshow
- Shareholder Associations Meeting
- Bi-annual Investor Relations Newsletter

### Material Issues

<table>
<thead>
<tr>
<th>Material Issues</th>
<th>Our response/Resulting developments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Macroeconomic stability</td>
<td>Access Bank conducts stress tests and scenario analyses to position the Bank against likely exposure to macroeconomic pressure</td>
</tr>
<tr>
<td>Regulatory headwinds</td>
<td>The Bank operates an internal watch system, tasked with consistently ensuring that we stay above regulatory limits by having adequate capital (both financial and human) to support our growth in an increasingly turbulent environment</td>
</tr>
<tr>
<td>Financial disclosure</td>
<td>Adherence to regulatory (local and international) standards of disclosure</td>
</tr>
<tr>
<td></td>
<td>Timely and organised disclosure of voluntary information</td>
</tr>
<tr>
<td></td>
<td>Ensure Management is accessible to relevant stakeholders</td>
</tr>
<tr>
<td>Corporate governance</td>
<td>We have a robust corporate governance system, which is regularly reviewed by independent industry experts. The reviews are conducted on an annual basis and presented by the Board to shareholders during the Bank’s Annual General Meeting, and subsequently submitted to the Central Bank of Nigeria.</td>
</tr>
</tbody>
</table>

## MATERIALITY

As a Bank, it is important that we consider the needs of all our stakeholders in our core business decisions in the short and long term. We are increasing our capacity to engage, understand and identify stakeholder views and develop tools to help us consider the wider impacts of our decisions. This is essential to the way we do business and we believe it will deliver greater value to our stakeholders.

### Material matters

<table>
<thead>
<tr>
<th>Economic</th>
<th>Social</th>
<th>Environment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Improved customer experience</td>
<td>Women empowerment</td>
<td>Environmental and social impacts of lending</td>
</tr>
<tr>
<td>Financial and economic conditions, performance</td>
<td>Socio-economic development</td>
<td>Reducing our carbon emissions and resource consumption</td>
</tr>
<tr>
<td>Effective risk management</td>
<td>Access to finance</td>
<td>Supporting customers in ESG considerations of their businesses</td>
</tr>
<tr>
<td>Governance, compliance and ethics</td>
<td>Access to finance</td>
<td>Reducing the environmental impact of business operations</td>
</tr>
<tr>
<td>Responsible business practices</td>
<td>Social capital</td>
<td>Contributing to behaviour change for a more sustainable future</td>
</tr>
</tbody>
</table>

### Materiality drivers

<table>
<thead>
<tr>
<th>Economic</th>
<th>Social</th>
<th>Environment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Effective integration and management of customer experience</td>
<td>Contributing to social stability and responding to issues of national development</td>
<td>Contributing to social upliftment and social welfare</td>
</tr>
<tr>
<td>Contributing to a stable economic and financial environment</td>
<td>Attracting and retaining talented and capable employees</td>
<td>Creating sustainable shareholder value</td>
</tr>
<tr>
<td>Managing risk exposure</td>
<td>Contributing to social affiliation and social welfare</td>
<td>Contributing to a stable economic and financial environment</td>
</tr>
</tbody>
</table>

### Key stakeholders

<table>
<thead>
<tr>
<th>Economic</th>
<th>Social</th>
<th>Environment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Customers</td>
<td>Government</td>
<td>Customers</td>
</tr>
<tr>
<td>Financial analysts</td>
<td>Communities</td>
<td>Media</td>
</tr>
<tr>
<td>Media</td>
<td>Employees</td>
<td>Regulatory bodies</td>
</tr>
<tr>
<td>Regulatory bodies</td>
<td>Employees</td>
<td>Governments</td>
</tr>
<tr>
<td>Governments</td>
<td>Employees</td>
<td>Media</td>
</tr>
</tbody>
</table>

### Access Bank

<table>
<thead>
<tr>
<th>Economic</th>
<th>Social</th>
<th>Environment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Access Bank leverages strategic partnerships, corporate social investments, employee volunteering programmes to improve the quality of life for people living in host communities.</td>
<td>Access Bank delivers economic benefits in the form of long-term cost savings through its Sustainability performance.</td>
<td>Access Bank enhanced its environmental and social risk management systems (ESRM). Also, the Bank applies Equator Principles to its project finance. The bank leads and collaborates on industry-wide initiatives for environmental sustainability.</td>
</tr>
</tbody>
</table>
Based on the above, the material environmental, social and economic impacts, issues, risks and opportunities that are of significance to Access Bank and its stakeholders are identified below:

As illustrated in the matrix (Figure 3) above, an analysis of material aspects enabled us to prioritise the aspects that are of concern to our business and stakeholders. Consequently, these aspects were assessed for associated impact, risks and opportunities which guide our environmental, social and governance practices.

In the year under review, we reassessed key drivers for sustainability within the Bank with a view to effectively managing the impact of our business on our stakeholders. In line with this, we have adopted the Global Reporting Initiative (GRI) G4 framework which provides generally applicable sustainability indicators for a wider set of stakeholders. The scope of our assessment covers all activities of our Strategic Business Units (SBUs), taking a broad view of our direct and indirect impact.

Therefore, from the materiality process, we mapped out the 2014 material issues to Access Bank and its stakeholders to include: economic performance and direct economic impacts; indirect economic impacts; environmental impact, risks and opportunities which guide our environmental, social and governance practices.

CORPORATE GOVERNANCE

Access Bank is committed to implementing best practice standards of corporate governance. The Bank and its subsidiaries are governed under a framework that enables the Board of Directors (“the Board”) to discharge its oversight functions while providing strategic direction to the Bank in harmony with its responsibility to ensure regulatory compliance. The subsidiaries comply with the statutory and regulatory requirements of their host countries and also align their governance framework to the Bank’s overall governance framework. The Board is responsible for embedding high standards of corporate governance across the Access Bank Group which is essential for the sustainability of the enterprise. Our governance framework is designed to ensure ongoing compliance with relevant corporate governance codes such as the Central Bank of Nigeria’s Code of Corporate Governance for Banks in Nigeria Post Consolidation (the CBN Code), the Securities and Exchange Commission’s Code of Corporate Governance (the SEC Code) and the Post-Listing Requirements of the Nigeria Stock Exchange. These, in addition to the Board charter and the Bank’s Memorandum and Articles of Association, collectively provide the foundation for Access Bank’s sound 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 insufficient.

This approach of adopting international best practices 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.

ETHICS, INTEGRITY AND WHISTLEBLOWING

In addition to the various national codes and charters to which we adhere, our core values of excellence, innovation, leadership, passion for customers, professionalism and empowered employees continue to shape our corporate behaviour.

At Access Bank, we are strongly committed to high ethical standards and integrity. We demonstrate this by our continuous engagement with employees, and working with leading institutions to build capacity for ethical behaviour amongst our employees. Furthermore, we instil a culture of openness and integrity through the deployment of our whistle-blowing system through which employees and external stakeholders may report or call attention to wrongdoing within the Bank. Our whistle-blowing channels are provided below:

**Telephone:** Internal: +234-1-2712065
Exterior: KPMG Toll free lines: 0703-000-0026; 0703-000-0027; 0808-822-8888

**Email:**
Internal: whistleblower@accessbankplc.com
Exterior: kpmg@thislineisnot@kpmg.com

The Bank’s website also provides an avenue for lodging whistle-blowers’ reports. Individuals interested in whistleblowing may click on the Customer Service link on the Bank’s website, scroll down to the whistle-blower column, and then register anonymously or otherwise, any allegations they want the Bank to investigate.

The Bank’s Chief Internal Auditor is responsible for monitoring and reporting on whistle-blowing, while quarterly reports are rendered to the Board Audit Committee. Commendably, this has increased the confidence of our employees and external stakeholders.
The Board in the discharge of its oversight function continuously engages management in the planning, definition and execution of strategy. Management’s report on the execution of defined strategic objectives is a regular feature of the Board’s agenda, thus providing the Board with the opportunity to evaluate and critique management’s execution of strategy.

The Board’s performance on Corporate Governance is continuously being monitored and reported. We carry out quarterly and annual reviews of our compliance with the CBN Code and the SEC Code respectively, and render reports to the regulators.

The Board has also established a system of independent annual evaluation of its performance, that of its committees and individual directors.

The evaluation is done by an independent consultant approved by the Board. In 2014, Accenture Limited was engaged to conduct the performance evaluation. The independent consultant does not have any connection with the Access Bank Group or any of its directors. The Board believes that the use of an independent consultant not only encourages directors to be more candid in their evaluation of the Board performance, but also enhances the objectivity and transparency of the evaluation process. The result of the Board performance evaluation was presented by the independent consultant during the Board meeting held on January 29, 2015.

The evaluation was a 360 degree exercise covering directors’ self-assessment, peer assessment, and evaluation of the Board and the Committees.

The effectiveness of the Independent Directors vis-à-vis the CBN Guidelines on Independent Directors of Banks was also evaluated. The result confirmed that the individual directors and the Board continue to operate at a very high level of effectiveness and efficiency. In addition to financial performance, the implementation of the Bank’s environmental and social risk management framework and performance, as conducted by the Bank’s Environmental Sustainability and CSR/sustainability teams is also periodically being assessed and audited.

These audit functions are conducted quarterly and annually by the Bank’s internal audit unit, across all the Bank’s strategic business units concerned with, and affected by the environmental and social risk policies.

Also, the Bank is committed to external assurance of its environmental and social performance initiatives as contained in our sustainability report, internal statements and policy frameworks.

Such external assurance involves an audit and evaluation of our sustainability-related processes, and is usually conducted by an independent consultant.

As a global financial services provider with a diverse range of products tailored to individuals, businesses, institutions and governments, Access Bank seeks to make a positive contribution to the global economic growth and development.

For Access Bank, being sustainable implies doing business and, at the same time, contributing to the economic and social progress of the communities where we are present, whilst taking into account our environmental impact on all stakeholders.

Our strategy, together with a solid corporate governance structure, has enabled Access Bank to retain its leadership position among the sustainable banks in Nigeria and broader African continent. Access Bank has a sustainability strategy focused on generating stable recurring profits. However, this model integrates not only economic criteria but also ethical, social and environmental criteria. The business model, based on our long term vision, has allowed the Bank retain its position as a leader in sustainability, anticipating challenges and taking advantage of the opportunities found in our current changing landscape.

Over the years, we have maintained fluid dialogue with our stakeholders. This enables us to strategically align and respond to relevant issues, needs and expectations of stakeholders. We maintain stable and longstanding relationships with all of our stakeholders in order to understand their expectations, respond to their needs, demands and expectations with innovative solutions and build long-term relationships based upon trust.

At the heart of our strategy is the strong belief that we can finance the future of our numerous stakeholders – customers, employees, suppliers, and shareholders. The markets in which we operate are among the most challenging in the world, with multiple developmental issues.

Whilst these challenges create opportunities, we are devoting our resources to achieving results and making impact through the power of finance. As a result, we promote access to banking along with social inclusion, while contributing to the development of the communities where we are present and preserving the environment.
RESPONSIBLE BUSINESS

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

We are determined to drive profitable, ethical economic growth that is environmentally responsible and socially relevant. We are a force for good in all that we do. We take personal responsibility for delivering outcomes to our environmentally responsible and socially relevant. We are a force for good in the communities in which we operate and provide genuine solutions that help improve such communities.

Leadership, collaborative partnerships and commitments to external sustainability initiatives

At Access Bank, financial sustainability has long been established as a core trait of our business. As a result, we continue to take proactive steps to leverage financially smart business models that also embrace sustainable development. In doing so, we ensure that our operations, business activities, products and services meet the social and environmental needs of our stakeholders.

We demonstrate our continued dedication to sustainable development through our strategic partnerships and collaboration with formidable institutions such as the United Nations Environment Programme Finance Initiative (UNEP-FI), International Finance Corporation (IFC), the Netherlands Development Finance Company (FMO), amongst others.

In maintaining these multilateral partnerships, we continue to encourage the wider Nigerian financial sector to embed environmental and social risk management. We believe that 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. Indeed, our partnerships go beyond these multilateral financial institutions, to include several other regional and international organisations and coalitions making great sustainable development impact around the world.

We do this because of our strong commitment to all round development which is not only financially sustainable, but also socially equitable and ecologically friendly.

In addition to our partnerships with these organisations, Access Bank recognises that it is insufficient to simply be members of these coalitions. We understand that adherence, to the principles, values and shared commitments of our partnerships is much more important to ensure that our partnerships are effective and that the partnerships really make significant impact towards our sustainable development journey. This is because we do not just want to be members, we want to be actual bearers of the noble identities of our coalitions.

Thus, we have endorsed a number of sustainability codes, standards, charters and principles. While we have an obligation to comply with some of these principles, majority of them are voluntary and we adhere to them because of our Bank’s own commitment to growth, excellence and continued prosperity of our business and the societies and environments within which our business operates.

Our various partnerships for sustainable development, as well as our leadership roles and contributions to these partnerships are outlined as follows:

<table>
<thead>
<tr>
<th>Partnership/coalition</th>
<th>Partnership’s profile</th>
<th>Updates on Access Bank’s involvement</th>
</tr>
</thead>
<tbody>
<tr>
<td>United Nations Global Compact (UNGCG)</td>
<td>The UNGC is a global platform and an initiative of the UN established to encourage businesses to adopt fundamental principles in the areas of human rights, labour practices, environment and anticorruption.</td>
<td>Access Bank has been actively involved in the activities of the UNGC, aimed at promoting corporate sustainability.</td>
</tr>
<tr>
<td>Nigerian Business Council on Sustainable Development (NBCSD)</td>
<td>The NBCSD is a council of CEDs of pioneering companies committed to making a difference in the sustainable development of Nigeria. NBCSD brings the collective force and voice of the private sector to promote sustainable development practices in Nigeria.</td>
<td>Access Bank was one of the 25 pioneer members of the NBCSD in 2014. Ever since, we have been actively involved in NBCSD’s activities, alongside other member-organisations (both local and multinational) with presence in Nigeria and committed to the sustainable development of Nigeria. Having demonstrated strong sustainability leadership positioning while participating in, and contributing to the Council’s activities, the Bank was recently elected to the Board of the NBCSD. Access Bank is represented on the NBCSD Board by the Group Managing Director/CEO, Herbert Wigwe.</td>
</tr>
</tbody>
</table>

ADOPTION OF LOCAL AND INTERNATIONAL BEST PRACTICES FOR SUSTAINABLE DEVELOPMENT

In addition to our partnerships with these organisations, Access Bank recognises that it is insufficient to simply be members of these coalitions. We understand that adherence, to the principles, values and shared commitments of our partnerships is much more important to ensure that our partnerships are effective and that the partnerships really make significant impact towards our sustainable development journey. This is because we do not just want to be members, we want to be actual bearers of the noble identities of our coalitions.

Thus, we have endorsed a number of sustainability codes, standards, charters and principles. While we have an obligation to comply with some of these principles, majority of them are voluntary and we adhere to them because of our Bank’s own commitment to growth, excellence and continued prosperity of our business and the societies and environments within which our business operates.

Our various partnerships for sustainable development, as well as our leadership roles and contributions to these partnerships are outlined as follows:

<table>
<thead>
<tr>
<th>Partnership/coalition</th>
<th>Partnership’s profile</th>
<th>Updates on Access Bank’s involvement</th>
</tr>
</thead>
<tbody>
<tr>
<td>United Nations Global Compact (UNGCG)</td>
<td>The UNGC is a global platform and an initiative of the UN established to encourage businesses to adopt fundamental principles in the areas of human rights, labour practices, environment and anticorruption.</td>
<td>Access Bank has been actively involved in the activities of the UNGC, aimed at promoting corporate sustainability.</td>
</tr>
<tr>
<td>Nigerian Business Council on Sustainable Development (NBCSD)</td>
<td>The NBCSD is a council of CEDs of pioneering companies committed to making a difference in the sustainable development of Nigeria. NBCSD brings the collective force and voice of the private sector to promote sustainable development practices in Nigeria.</td>
<td>Access Bank was one of the 25 pioneer members of the NBCSD in 2014. Ever since, we have been actively involved in NBCSD’s activities, alongside other member-organisations (both local and multinational) with presence in Nigeria and committed to the sustainable development of Nigeria. Having demonstrated strong sustainability leadership positioning while participating in, and contributing to the Council’s activities, the Bank was recently elected to the Board of the NBCSD. Access Bank is represented on the NBCSD Board by the Group Managing Director/CEO, Herbert Wigwe.</td>
</tr>
</tbody>
</table>
### Partnership/coalition

#### Partnership’s profile

- **Nigeria Sustainable Banking Principles (NSBP) Steering Committee**
  - The NSBPs were created to enhance economically viable, socially equatable, and environmentally sustainable banking practices in the Nigerian banking sector. The NSBP Steering Committee coordinates industry collaboration toward the successful implementation of the NSBPs in Nigeria.

- **United Nations Environmental Programme Finance Initiative (UNEP FI)**
  - The UNEP FI is a collaborative initiative between UNEP and the global financial sector. UNEP FI works with its full range of partners to promote sustainable development through the financial industry.

#### Updates on Access Bank’s involvement

Throughout 2014 Access Bank chaired the NSBP Steering Committee. In this capacity, the Bank provided leadership, guidance and assistance to other Nigerian banks in the implementation of the NSBP. In addition, the Bank doubled as the Interim Secretariat for the Committee, thus coordinating successful meetings, execution of the Committee’s activities, and promoting the adoption of the NSBP among signatories.

For example, as a way of assisting Nigerian Financial Institutions to embed the principles into their businesses, Access Bank hosted NSBP signatories to a forum on 29 August, 2014 to seek inputs to the NSBP. Terms of Reference and to also obtain feedback on the challenges of implementing the principles, as well as brainstorm on way forward. Our role as the Chair and Interim Secretariat of the NSBP continued even until 2015.

Access Bank is well represented on the regional representatives’ platform of the UNEP FI in Africa. By virtue of this, we join other global leaders in environmental sustainability to move sustainable finance forward. As an active member of the UNEP FI, we participated in UNEP FI’s AGM in Geneva in October 2014.

Access Bank commits to ensuring that these innovations in finance become commonplace in the Nigerian banking industry.

Access Bank joins the global leaders in the finance and investment sectors, to support and encourage the implementation and adoption of domestic and international policies on climate change and clean energy.

Through our commitment to this initiative, our Bank recognises opportunities for us to create more financial products and services targeted around financing clean energy and renewables, in the bid to mitigate global warming. Recently, Access Bank was appointed as Co-Chair, Africa and Middle East Task Force of the United Nations Environment Programme (UNEP) and Board member, Global Steering Committee, United Nations Environment Programme and Finance Initiative (UNEP FI).

Clearly, these appointments are credible indicators of the Bank’s leadership role in the sustainable development of Nigeria and Africa.

### Partnership/coalition

#### Partnership’s profile

- **United Nations Principles for Responsible Investment (UNPRI)**
  - In partnership with the UNGC and the UNEP FI, the UNPRI is a United Nations backed initiative, led by the investment community to encourage responsible environmental, social and governance (ESG) considerations while making investment decisions.

- **Nigerian Conservation Foundation (NCF)**
  - NCF is dedicated to nature conservation and sustainable development through environmental conservation and natural resource management in Nigeria.

- **Nigeria Business Coalition Against AIDS (NBUCAA)**
  - A network of companies working together to help member-companies and others to develop workplace programmes for preventing and combating HIV/AIDS.

Access Bank was the first Nigerian Bank to also sign on to the UNPRI. At the core of Access Bank’s subscription to the UNPRI is the desire to incorporate environmental, social and good governance considerations in all our investment decisions. In 2014 we demonstrated this commitment through the ESG criteria included in our investment and financing activities. In our commitment to investing responsibly, Access Bank discloses investment performance annually to the UNPRI. Our most recent disclosure covered the financial year ended 31 December 2014. With regard to our approach to investing, Access bank executes the UNPRI’s principle of Active Ownership.

Although the overall responsibilities for making investment decisions rests with the Board of Directors subsequent to obtaining executive management’s approval, our equity investments are initiated by SBU’s with input from the Risk Management Division which screens and appraises the consistency of each and every one of our investments with our responsible investment framework and risk management policy. Critical to this screening and appraisal processes are environmental, social, governance, labour and human rights practices of the investee.

Through designated staff of the risk management division, the Board also pursues and addresses the incorporation of human rights issues as well as environmental and social governance issues in the approval of all our investments during our annual reviews and in year-on-year decision making about all our externally managed assets. Internally, Access bank also maintains a policy statement which guide all our investment decisions in accordance with the six UNPRI guiding principles. These principles guided all of our investment decisions in 2014.

In 2014, we remained an active member of the NCF. We promoted biodiversity conservation in Nigeria through our membership contributions to the NCF.

In accordance with our commitment to the anti-AIDS mission of NBUCAA, Access Bank has continued to empower our employees and our communities with knowledge on ways to combat HIV/ AIDS. In addition, we still maintain our workplace policies against HIV discrimination.
Partnership/coalition | Partnership’s profile | Updates on Access Bank’s involvement
---|---|---
**Convention on Business Integrity (CBI)** | CBI works to empower individuals and institutions against corrupt practices. Its mission is to promote ethical business practices, transparency and healthy competition in the private and public sectors. | In our continuous partnership with CBI, we have been successful in keeping our commitment to zero-tolerance for corruption. In 2014, actual execution of this commitment across our SBUs truly helped the Bank to avoid corrupt practices.

**Global Reporting Initiative (GRI)** | The GRI is a global non-profit organisation that promotes corporate sustainability practices through sustainability reporting. GRI does this by releasing standards and principles on sustainability reporting. | We are the first Nigerian Bank to become an organisational stakeholder of the Global Reporting Initiative (GRI). In 2014, we maintained our status as an organisational stakeholder to the GRI. We upheld the GRI’s mandate by publishing our annual Sustainability report, thus we have kept the record of not breaking the chain of our annual sustainability reporting since our first report in 2008. Our commitment to transparency and disclosure of our sustainability performance is also evidently demonstrated by this latest Sustainability report which conforms to the most recent GRI Reporting Guidelines, the G4. By so doing, we are the first Nigerian bank to report in accordance with the new GRI G4 guidelines.

**Equator Principles (EP)** | The Equator Principles are a framework for managing environmental and social risks in the financial sector. Over 80 financial institutions in over hundred countries have signed up to the Principles. | In Nigeria, we were the first Bank to adopt the Equator Principles. Our adoption of the Equator Principles for Project Finance is evident in our Environmental and Social Risk Management System. In 2014, the Bank’s key lending services were executed in accordance with the Equator Principles. In adherence to the Equator Principles, Access Bank also continues to promote assessments of finance projects. Access Bank is the first Bank to report in accordance with the Equator Principles.

**London Benchmarking Group (LBG)** | The LBG is a global network of organisations that are committed to community investment as a tool for sustainable development. These organisations use the LBG Model as a framework for measuring, managing and reporting the value, and the achievements, of the contributions they make to communities and the society. | In 2014, we used the LBG Model as the framework for tracking our various community investment and employee volunteering efforts. For us, the model remains a beneficial tool for the Bank to capture community investment data, and to also assess our performance.

**GBCHealth** | A coalition of more than 230 companies working to improve the health of their workforces and communities around the world. Focus areas include reducing maternal, new-born and child mortality and advancing efforts for combatting HIV, TB and malaria. | Throughout 2014, Access Bank served as the local host and convener of GBCHealth’s events, workshops and regional conferences in Nigeria, thus offering local leadership and partnership for GBCHealth’s impactful initiatives for combating HIV, TB and malaria in Nigeria.

**Corporate Alliance on Malaria in Africa (CAMA)** | CAMA is a group of private sector organisations with business interests in Africa. These organisations pool efforts to combat malaria in sub-Saharan Africa. | We maintained our leadership status as a signatory to CAMA. This way, we further strengthened our commitment to investing in the eradication of malaria incidence in the communities within which we operate. We served as the major local host of the CAMA technical fora and awards in 2014.

**WeConnect International** | WeConnect is a global non-profit organisation committed to sustainable development through women economic empowerment. WeConnect is a coalition of corporate members from over seventy (70) countries. WeConnect makes impact by encouraging, increasing and promoting opportunities for women-owned businesses. | In 2014, Access Bank established partnership with WeConnect International. The partnership strengthened later during the year, when the Bank was appointed to WeConnect’s National Advisory Board in Nigeria. The appointment was in recognition of the Bank’s significant contributions to the development of women entrepreneurship in Sub-Saharan Africa. By virtue of our membership, we became the first and only financial institution serving as a partner to the international organisation. Through this strategic partnership with WeConnect, Access Bank is set to continuously leverage its alliances, partnerships and collaborations with reputable international organisations, to promote women entrepreneurship across Africa.
The Nigeria Sustainable Banking Principles (NSBP) were established in 2012 to accelerate the adoption of banking and finance practices which are not only economically viable, but socially equitable and environmentally friendly. In the midst of rising global environmental and social challenges, the NSBPs seek to, amid other things, forge growth strategies as well as provide guidance to signatories to conduct their business in alignment with international sustainable finance and banking practices. From the inception, and with the objective of providing direction and oversight within member organizations, Access Bank has chaired the NSBP Steering Committee to provide guidance to the Nigerian banking industry as part of the process of driving the adoption and implementation of the principles. Our noteworthy leadership contributions to the progress of the NSBs in 2014 included:

The NSBP Steering Committee:
As part of the objectives of the Nigeria Sustainable Banking Principles, Access Bank led the Steering Committee on a strategic initiative to engage key stakeholders in the sustainable banking community in dialogue around the implementation of the Nigerian Sustainable Banking Principles as well as seek top level buy-in of the business case for Sustainability. It also created a platform to update signatories and achieve a uniform view of understanding, commitment, and delivery towards the attainment of the overall vision of the NSBP.

The NSBP Steering Committee Strategic Planning Forum:
In a bid to assist Nigerian banks to embed the Principles in their business activities and operations, Access Bank hosted NSBP signatories to a forum on Friday, August 29, 2014 to seek each organization’s input into the NSBP Terms of Reference as well as feedback on the implementation of the Principles. Attendees of the event included representatives of Access Bank, Associated Discount House, Central Bank of Nigeria, Ecobank, First Bank, Skye Bank, Union Bank, and Zenith Bank to develop strategic initiatives for the Steering Committee.

The NSBP Pre-reporting Workshop:
Access Bank hosted a pre-reporting workshop for Nigerian banks with a view to providing a good understanding of Sustainability reporting as well as an enabling level playing field critical to accelerating the financial services industry forward. The strategic focus of the NSBP Steering Committee is to conduct a pre-reporting workshop prior to every reporting period with a view to preparing signatories (i.e., all banks in Nigeria) for the reporting requirements as well as CBN’s expectations of signatories. A CBN representative was a key speaker at the session which held at Access Bank’s Head Office on September 24, 2014.

Table 7: Bank-wide updates on the Nigeria Sustainable Banking Principles

<table>
<thead>
<tr>
<th>Principles</th>
<th>Access Bank’s corresponding initiatives in 2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>PRINCIPLE 01 Environmental and Social Risk: We will integrate environmental and social considerations into decision-making processes relating to our Business Activities to avoid, minimise or offset negative impacts.</td>
<td>Access Bank is making significant efforts to integrate environmental and social risk considerations into its lending decisions. As an Equator Principles Financial Institution, we recently reviewed our Environmental and Social Risk Management System to include more encompassing processes and procedures for identifying, assessing and mitigating the environmental and social risks and/or impacts that may be associated with the businesses or projects that we fund. In 2014, based on the Equator Principles we applied the IFC Performance Standards on Environmental and Social Sustainability to gauge the negative impacts of our prospective borrowers. This way, we were able to avoid certain adverse impacts of these business deals on the environment and society. And in many cases, these impacts were unavoidable, we were able to significantly minimize the impacts.</td>
</tr>
<tr>
<td>PRINCIPLE 02 Our Business Operations: 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.</td>
<td>At Access Bank, efficiency is a veritable watchword; we have put in place various initiatives to ensure that our internal business operations have the minimum possible adverse impact on environmental resources and social equity. Throughout our business operations, Access Bank shrugs off all forms of environmental pollution, while encouraging resource efficiency. For example, through the reduction of diesel consumption at our business locations, the Bank is taking substantial strides towards ensuring that our contributions to global carbon emissions footprint are lower. The Bank also makes efforts to prevent resource wastage through water consumption, material resources such as paper and business travel, where possible. Please see pages 61 – 62 for more information.</td>
</tr>
<tr>
<td>PRINCIPLE 03 Human Rights: We will respect human rights in our Business Operations and Activities.</td>
<td>As a bank, Access Bank fully shows and demonstrates respect for human rights and all related charters on the subject matter. Our Bank’s documented Human Rights policy guides our organization-wide actions in a manner akin to the Universal Declaration of Human Rights. We demonstrate our respect for the rights of all people, through our gender-inclusive, equal opportunities and non-discriminatory workplace culture. At Access Bank, we respect the rights of all peoples; men, women, old, young, PWDs; disabled, amongst others. This respect is also demonstrated through our security personnel, all of whom have been adequately trained on human rights issues. This is evident, for example, in the courtesy and conscientiousness exhibited by the Bank’s guards and security attendants in all our branches. Being the face of the bank, and most often the first contact points, we ensure continued human rights excellence, through regular assessment, drills, evaluation as well as ongoing human rights awareness amongst our security personnel. In addition, we also promote human rights compliance throughout our lending decisions and supply chain relationships. Respectively, our procurement and credit risk teams, adopt due diligence processes which ensure that Access Bank does not conduct business with prospective borrowers or vendors that have questionable human rights records. In 2014, we continued to maintain a grievance mechanism on human rights, amongst others issues, through our whistle-blowing line, through which our internal and external stakeholders can report any human rights abuses. Clearly, the availability of this line has stringently guarded and prevented members of the Bank’s staff from indulging in human rights abuses.</td>
</tr>
</tbody>
</table>
Access Bank’s corresponding initiatives in 2014

**PRINCIPLE 04**

**Women’s Economic Empowerment:**
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.

**Access Bank’s corresponding initiatives in 2014**

In recent years, the proportion of women employees in Access Bank has been on the upward trend. The same is also true of the number of women on the Bank’s board. These are indications of Access Bank’s demonstrated commitment to accelerating the economic empowerment of women, as well as the Bank’s role as one of the leading sponsors of the Women’s Empowerment Principles promoted by UN Women and the UN Global Compact.

In 2014, we launched the “W” initiative, a one-stop center for all of Access Bank’s women empowerment offerings. Some of the packages include capacity building programs exclusive to women, mentoring programmes, and maternal health services, all aimed at helping to build a bigger, stronger and more sustainable society which leverages on the resilience of women. Other initiatives run within the Bank to empower and advance our female employees include Access Women’s Network and Supporting the Access Women initiative.

**PRINCIPLE 05**

**Financial Inclusion:**
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.

Access Bank’s goal is to reduce the number of Nigerian citizens that have no access to financial services from 43.5% to 20% by 2020. This is in a bid to accelerate the Central Bank of Nigeria’s National Financial Inclusion Strategy (NFIS). In 2014, our Bank initiated a number of impactful financial inclusion schemes.

These were launched to provide various demographic groups in Nigeria with access to the financial sector and the financial services it affords. These initiatives included Early Savers for children, Evergreen Account for retirees and the elderly, Women in Small and Medium Enterprises initiative, which supports female entrepreneurs as part of the “W” initiative and Access Money, which delivers the ability to carry out transactions from virtually anywhere. We also launched the Cash Deposit Automated Teller Machine (ATM) product in 2014 to enable Nigerians to carry out deposit transactions anywhere without an Access Bank card. This service is not limited only to our customers, but can also be accessed by every member of the public 24/7.

**PRINCIPLE 06**

**E&S Governance:**
We will implement robust and transparent E&S governance practices in our respective institutions and assess the E&S governance practices of our clients.

Access Bank’s sustainability roadmap and various E&S initiatives, thus continually helping to ensure that the initiatives are in sync with the Bank’s overall strategic goals and business priorities. As a bank of best practice, Access Bank has, over the years, maintained a stable environmental and social governance framework which puts together the Bank’s various Environmental and Social initiatives. Our governance structure starts with the board and executive management team which provides strategic leadership and support for the Bank’s sustainability roadmap and various E&S initiatives; thus continually helping to ensure that the initiatives are in sync with the Bank’s overall strategic goals and business priorities.

Actually implementing the Bank’s sustainability strategy are the dedicated staff who have been suitably trained in E&S issues. These staff handle environmental and social sustainability-related tasks in the Bank’s different strategic business units, particularly in the Risk Management Unit where the Bank’s investments are appraised against the tenets of responsible banking and finance.

**PRINCIPLE 07**

**Capacity Building:**
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.

As obtains in other segments of the organisation, Access Bank continuously commits to building and strengthening the capacity of its staff who are involved in sustainability-related functions.

At industry level, we have provided several training opportunities to colleagues of other banks, and other financial institutions to enable them to effectively implement the Nigerian Sustainable Banking Principles.

**PRINCIPLE 08**

**Collaborative Partnerships:**
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.

**Access Bank’s corresponding initiatives in 2014**

On our journey to financing a bigger and stronger future, we appreciate the need to work and collaborate with other sustainability-leading institutions, both locally and internationally. These partnerships have helped our Bank to stay ahead of best practices concerning embedding corporate sustainability. Besides, we have been able to share our own experience with our partners through these alliances and coalitions. More information about our local and international partnerships, as well as our progress with these partnerships are presented on pages 28 - 33.

We strengthened our degree of local collaboration within the Nigerian banking sector in 2014. Each of these initiatives and collaborative events were aimed at catalysing progress in adopting and implementing the NSBP within individual banks and across the sector. Amongst others collaborative events, three (3) of Access Bank’s key initiatives in 2014 include:

- The NSBP Steering Committee Roadshow
- The NSBP Steering Committee Strategic Planning Forum
- The NSBP Pre-reporting Workshop

Read more about these events on page 34.

**PRINCIPLE 09**

**Reporting:**
We will regularly review and report on our progress in meeting these Principles at the individual institution and sector level.

**Access Bank’s corresponding initiatives in 2014**

For the seventh year in a row, we have been reporting publicly on our sustainability performance since 2008. These reports have often included not only statements of our commitment to sustainable development, but also our performance on matters relating to environmental and social sustainability.

Our flagship reports on sustainability, which are our Annual Sustainability Reports, also happen to be one of the foremost in the African banking sector. Our reporting also covers reporting to various other voluntary coalitions such as the UNGC, the FT, the UNPRI which we are active members of. We also report periodically and as required, about our compliance with the Nigeria Sustainable Banking Principles.
In its operations and activities, Access Bank remains strongly committed to doing business in accordance with the United Nations Global Compact. Over the years, we have groomed a Sustainability team which oversees our allegiance to the UNGC. Our sustainability team works with various representatives in other SBUs to track and monitor our performance. Not only are these principles kept within our business, our vendor-facing SBUs are also conscious of the value of the UNGC’s 10 principles, such that our commitment inevitably permeates through our supply chain. Eventually perpetuating a system in which our continued relationships with our supply chain entities depend largely on their adherence to the tenets of these principles.

<table>
<thead>
<tr>
<th>UNGC Principles</th>
<th>Access Bank’s corresponding initiatives in 2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Human Rights</td>
<td></td>
</tr>
<tr>
<td><strong>PRINCIPLE 01</strong></td>
<td>Businesses should support and respect the protection of internationally proclaimed human rights.</td>
</tr>
<tr>
<td><strong>PRINCIPLE 02</strong></td>
<td>Make sure that they are not complicit in human rights abuses.</td>
</tr>
<tr>
<td>Labour</td>
<td></td>
</tr>
<tr>
<td><strong>PRINCIPLE 03</strong></td>
<td>Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining.</td>
</tr>
<tr>
<td><strong>PRINCIPLE 04</strong></td>
<td>The elimination of all forms of forced and compulsory labour.</td>
</tr>
<tr>
<td><strong>PRINCIPLE 05</strong></td>
<td>The effective abolition of child labour.</td>
</tr>
<tr>
<td><strong>PRINCIPLE 06</strong></td>
<td>The elimination of discrimination in respect of employment and occupation.</td>
</tr>
</tbody>
</table>

Access Bank is a responsible employer of labour. Our clearly documented human resources policies have been built upon the foundations of the Nigerian Labour Laws and, where applicable, Internationalized practices such as the International Labour Organisation (ILO) conventions. The Bank communicates and makes these policies available to all staff. Thus, keeping our people aware of their rights, privileges and responsibilities within the provisions of these local and international labour best practices. In addition, our whistle-blower line provides our employees with confidence to report all cases of labour and employee relations abuses experienced. Access Bank did not receive any such complaints during the year.

Our human resources policies are well furnished with conditions of service that truly recognise and allow for continuous dialogue between the management and employees whenever key decisions which concern employees are to be made. These commitments are indeed acknowledged by line managers, team-leads and supervisors Bank-wide, thus making this system of mutual respect thrive amongst employees. The Bank strongly upholds a positive corporate culture which respects all employees and as such forced and compulsory labour is totally eliminated. In addition, Access Bank frowns strongly on child labour, neither does the Bank approve of business with vendors or borrowers who engage in the use of underage workers or any form of coerced labour.

The Bank is also making significant progress in its diversity agenda. We have continued to demonstrate our superior commitment to policies and practices related to supporting the empowerment of women and advancing gender equality in our workplaces. The Bank subscribes to the Women’s Empowerment Principles (see pages 51 - 52) and has gradually begun to eliminate traditional banking stereotypes in which women for example, were excluded from certain roles and opportunities. This can be seen, for example, in the current status of female employment, women in senior management, as well as women on the Bank’s board, all of which are clearly on the upward trend.

In addition, the Bank makes equal remuneration to both men and women who work at the same level, and also promotes continued support, employment and non-discrimination of women during cases of pregnancy and after childbirth. For example, the Bank makes provision for maternity leaves, and more flexible work options during periods after child birth, such that retention rates after such parental leaves stands at about 100%. Through the Access Women’s Network and the “W” initiative, the Bank continues to create and maintain workplace awareness of, and respect for, gender equality, gender-based non-discrimination for all workers. Read more about the Access Women’s Network and the “W” initiative on pages 50 and 68.

Table 8: Bank-wide updates on the United Nations Global Compact (UNGC)
The rapidly increasing urgency and need for action toward alleviating global environmental challenges continues to increase the Bank’s awareness and concern to take significant steps towards helping to solve some of these emerging global biophysical megatrends. We strongly uphold the precautionary principle, which motivates us to want to get involved — for example, in mitigating climate change, even when the scientific evidence may seem inconclusive. As part of the global efforts to combat potentially dangerous climate change, a number of initiatives exist in the Bank to curtail our greenhouse emissions footprint through the reduction of diesel consumption at our business locations. The Bank also makes efforts to reduce water consumption, material resources such as paper, and business travel, where possible.

A number of other initiatives are also ongoing in the Bank to ensure that the businesses we lend to and finance do not have adverse environmental impacts, or at least have impacts that can be mitigated. Amongst others, key instruments we use to do this, include environmental impact assessments and due diligence audits of prospective projects, clients and suppliers. In furtherance of our continued commitment to environmental stewardship and responsibility, we became a pioneer member of the Environment work stream of the UNGC local network in Nigeria in early 2015.

Access Bank demonstrates its compliance with the 10th principle primarily through its anti-bribery compliance officers. These officers help to instill the highest ethical and legal standards amongst the Bank’s employees, and also track compliance by screening our operations practices against relevant and applicable local and international laws relating to corruption, bribery and anti-competitive behaviour.

As an ethical organization, Access Bank demonstrates zero tolerance for bribery and corruption. This is clearly expressed in the Bank’s documented policies such as Anti-bribery policy, code of ethics and compliance manual, all of which are made available to members of staff, regardless of level and job function. To maintain a Bank-wide enabling environment to anti-corruption, we promote training of our employees on these practices. Indeed, over 97% of our staff have received training in Anti-Money Laundering and Combating the Financing of Terrorism. In addition, the Bank has imbibed a strict culture towards corruption and bribery defaulters in which the Bank adopts disciplinary/prudential approaches which may, for instance, lead to dismissal of staff and perhaps blacklisting, in case of non-complying suppliers. During the reporting year, no legal action was taken against Access Bank with regard to corruption, bribery, anti-competitive behaviour or violations of any related local and/or international laws.
SERVICE TO OUR CUSTOMERS, CLIENTS & MARKETS

“Customer is king”: It’s an old cliché that has lived with many organisations. However, many businesses merely pay lip-service to this statement. At Access Bank, it is not so. Our customers and clients are truly part of the Access family. Throughout our business units and divisions, we have a deeply rooted mindset to offer high-quality service to our clients, while welcoming their views and respecting their perspectives. This is not just because our customers and clients expect to be treated and served well; it is because we understand that their expectations and needs and therefore responding appropriately to their concerns, while treating every customer's issue respectfully and confidentially. We also make a deliberate attempt to review our ongoing engagement approaches with our customers as our market profile changes. By so doing, we are committed to providing responsible service to our customers and the markets we serve provides us with a platform to foster cordial relationships with them, understand their needs, and also presents the Bank with lots of opportunity craft exciting and innovative financial products and services our markets.

In order to get this right, Access Bank deploys innovative approaches to engaging with our customers, identifying their concerns and needs and therefore responding appropriately to their concerns, while treating every customer's issue respectfully and confidentially. We also make a deliberate attempt to review our ongoing engagement approaches with our customers as our market profile changes. By so doing, we are committed to providing responsible service to our customers and the markets we serve provides us with a platform to foster cordial relationships with them, understand their needs, and also presents the Bank with lots of opportunity craft exciting and innovative financial products and services our markets.

Our demonstrated dedication to providing innovative approaches to engaging with our customers, identifying their concerns and needs and therefore responding appropriately to their concerns, while treating every customer's issue respectfully and confidentially. We also make a deliberate attempt to review our ongoing engagement approaches with our customers as our market profile changes. By so doing, we are committed to providing responsible service to our customers and the markets we serve provides us with a platform to foster cordial relationships with them, understand their needs, and also presents the Bank with lots of opportunity craft exciting and innovative financial products and services our markets.

Events, Meetings and Business Forums:

Periodic meetings and forums are usually organised for specific client/customer groups in order to interact with them. Other events we organise typically include town hall meetings, and other business events such as seminars, workshops and/or award nights to which customers are often invited.

Customers Digest and other publications:

Customers Digests are Access Bank’s flagship publications used to engage our customers. They are published quarterly and typically contain information on the Bank’s latest initiatives. Other occasional publications include our circulars and our promotional materials. While circulars keep our customers abreast of our policies, changes in processes and servicing requirements, the promotional materials are marketing items which inform our customers about new products and service offerings.

Electronic Alerts:

These include SMS and e-mails, and are often used to convey quick and urgent information to customers. Typical cases in which these alerts are sent to customers include birthdays, celebrations and festive days etc.

Telemarketing:

Telemarketing involves using telephone calls to market our products and services. These calls are made daily by our world-class Contact Center team.

Social Media:

We are highly visible and active on social media platforms, particularly Twitter, Facebook, Google Plus and LinkedIn. Our Social Media team is demonstrably very helpful in answering the queries of our current and prospective customers. While promoting the bank’s online brand, the team also welcomes and receives comments and feedback daily from all members of the public.

Discussions and Focus Groups:

When we need to obtain intensive and qualitative information from our customers concerning our performance, products and services, one of our strongest approaches is to discuss with them, particularly through supervised focus groups.

Marketing visits and calls:

We make use of visits and calls to continually engage our customers about the situation of their business, in order for us to know how we can better serve them. Our relationship officers are central to our marketing visit efforts. Through these visits, the Bank is also able to share information with customers and also request feedback from them on specific issues.

Events, Meetings and Business Forums:

Periodic meetings and forums are usually organised for specific client/customer groups in order to interact with them. Other events we organise typically include town hall meetings, and other business events such as seminars, workshops and/or award nights to which customers are often invited.

Customers Digest and other publications:

Customers Digests are Access Bank’s flagship publications used to engage our customers. They are published quarterly and typically contain information on the Bank’s latest initiatives. Other occasional publications include our circulars and our promotional materials. While circulars keep our customers abreast of our policies, changes in processes and servicing requirements, the promotional materials are marketing items which inform our customers about new products and service offerings.

Electronic Alerts:

These include SMS and e-mails, and are often used to convey quick and urgent information to customers. Typical cases in which these alerts are sent to customers include birthdays, celebrations and festive days etc.

Telemarketing:

Telemarketing involves using telephone calls to market our products and services. These calls are made daily by our world-class Contact Center team.

Social Media:

We are highly visible and active on social media platforms, particularly Twitter, Facebook, Google Plus and LinkedIn. Our Social Media team is demonstrably very helpful in answering the queries of our current and prospective customers. While promoting the bank’s online brand, the team also welcomes and receives comments and feedback daily from all members of the public.

Discussions and Focus Groups:

When we need to obtain intensive and qualitative information from our customers concerning our performance, products and services, one of our strongest approaches is to discuss with them, particularly through supervised focus groups.

Marketing visits and calls:

We make use of visits and calls to continually engage our customers about the situation of their business, in order for us to know how we can better serve them. Our relationship officers are central to our marketing visit efforts. Through these visits, the Bank is also able to share information with customers and also request feedback from them on specific issues.

Access Bank understands that market conditions are dynamic. In fact, we appreciate that the attitudes, behaviours and propensities of our customers and markets are ever changing. As a result, we maintain an ongoing approach to interacting and engaging with them. Depending on the demographic and socio-economic characteristics of our customers, as well as the reason for engagement, Access Bank deploys various approaches to engage with customers. Based on internal reviews, we appreciate the efficacy of our year-on-year customer engagement mechanisms, and this has been due primarily to our strong emphasis on having a variety of approaches. As a result, in 2014, our approach to customer engagement comprised the following:

Website:

Customer feedback through the “Contact us” portal on the Bank’s website.

Our Customer Ombudsman:

Access Bank’s Ombudsman is a dedicated platform, through which we engage our customers, listen to their complaints, while being responsive to the issues raised by them. See more about our Customer Ombudsman office on page 47.

Customer Satisfaction Surveys:

Surveys are a powerful engagement tool. Since 2010, we have been using surveys to gauge our customers’ opinion on our service delivery and performance at Access Bank.

These surveys are held annually and the Bank’s key area of focus is to identify the satisfaction and loyalty of its customers. Customer loyalty is very important. It is a good indicator of our business profitability and future business performance. In many cases, the results of our customer satisfaction surveys are benchmarked against our perceived customer satisfaction performance in other leading industry surveys of customer satisfaction.

This enables us to comparatively review our survey-based performance in the light of equivalent industry-wide surveys.
2014 Customer Satisfaction Survey

In 2014, our Customer Satisfaction Survey (CSAT) was conducted in August, towards the end of the year. This was done so that we could better identify our customer satisfaction performance, and better prepare for the upcoming year 2015. The survey was randomly deployed to thirty (30) of our branches across Nigeria to the most active Retail and Business Banking customers to solicit their feedback on satisfaction with the Bank’s performance on service delivery in the following contextual areas:

- Customer satisfaction with service channels
- Customer satisfaction with retail products
- Customer satisfaction with quality of staff

Customer satisfaction with service channels:

The surveys were administered through online and paper-based channels.

This time, the survey results were benchmarked against our reported performance in the industrywide KPMG 2014 Banking Industry Customer Satisfaction Survey (KPMG BICSS) which was released in May 2014, where applicable. The summary of results is presented below and in comparison to the KPMG BICSS.

The survey results showed that for each of the service channels, including ATM, internet banking, mobile banking and POS, customers generally esteemed the Bank’s performance highly (i.e. above 70%) on both the KPMG BICSS and our CSA T, with the exception of relationship management.

Through staff training, the Bank responded to improve our service to customers in terms of relationship management (please see Table 17, page 57), while also aiming to further strengthen performance in the other areas.

Customer satisfaction with retail products:

Clearly across all three parameters for estimating customer satisfaction with our retail products, the Bank’s performance were high in 2014 and had also improved since the last reporting period. It is very likely that our customer’s satisfaction ratings of our products pricing/fees improved owing to the fact that certain maintenance charges were removed from the Bank’s retail products in May/June 2014.

Customer satisfaction with quality of staff:

Access Bank had a high rating on the KPMG 2014 BICSS on Customer satisfaction with the quality of our Bank’s staff (i.e. customer care satisfaction). Although the 2014 BICSS rating was slightly lower than 2013 CSA T performance ratings, the 2014 CSA T showed that our customers now perceive the quality of customer care rendered by our staff as more satisfactory than they did in 2013.
Responsiveness to our customers’ needs
At Access Bank, we are not just service providers; we are conscientious listeners. As we engage with our customers, we truly take to heart the concerns, needs and expectations that they make of us. This informs our array of financial products and services. Our customers have shown that access to our financial services by all segments of the population and at all times is paramount to them. Thus, we have also shown that we care to listen, by designing products that are appropriately tailored to demographic groups that traditionally get excluded from financial services. This is our commitment to financial inclusion.

Voice of Customer (VOC) solution
At Access Bank, we have a strategic objective to continually put our customers at the heart of our business. As part of this objective, the Bank introduced its Voice of the Customer (VOC) solution in January 2015. This was our way of demonstrating apt responsiveness to the needs of our customers to have a more flexible, reachable and on-the-spot means of communicating their feedback to the Bank.

The VOC is aimed at obtaining customers’ real-time feedback and insights about the Bank’s services, products and employees as they transact across the Bank’s various service channels. This is a tactical approach by Access Bank to pro-actively align to the ever-dynamic expectations of our customers in this fast-paced, technologically evolving world. As customers conduct their transactions with the Bank through diverse channels, they are sent a survey invite through their registered email addresses with the Bank for feedback.

Since its initiation, over nine thousand (9000) invaluable pieces of feedback have been provided by customers to the Bank, thus demonstrating that the VOC initiative has been impactful in obtaining feedback from our customers. Thus far, the feedback received are being used to step up our services so as to improve the overall experience and satisfaction of our customers.

Financial Inclusion
At Access Bank, sustainability, in all its ramifications is fast becoming the dominant trend in the design of our financial products and services. At the core of our financial services offerings is financial inclusion. Access Bank is committed and determined to ensure that individuals, groups and peoples that have traditionally had limited access to the financial sector gain access to it in due time. To do this, our Inclusive Banking Group works effortlessly to identify financial inclusion gaps, also strategising on how best to close the gap.

Today, the world is connected as a global village — it’s what we all refer to as globalization. And as we progress into a bigger, stronger global future, the potential for further interconnectedness are humongous, while barriers are diminishing rapidly in virtually all business and social ramifications, particularly in finance. As such, at Access Bank, we believe that our customers do not have to encounter barriers of time and space while in need of the financial products and services we offer.

Access Money
Today, the world is connected as a global village — it’s what we all refer to as globalization. And as we progress into a bigger, stronger global future, the potential for further interconnectedness are humongous, while barriers are diminishing rapidly in virtually all business and social ramifications, particularly in finance. As such, at Access Bank, we believe that our customers do not have to encounter barriers of time and space while in need of the financial products and services we offer.

Women in Small and Medium enterprises (SMEs)
At the heart of an emerging economy are SMEs. As such, Access Bank has a vision to be among the Top 3 SME banks as well as the Bank of choice for women by 2017. As we support the growth of these SMEs, we remain committed to encouraging the financial inclusion of female entrepreneurs. This has specifically been through our “W” initiative. Access Bank launched the “W” initiative in July 2014 to offer women exclusive access to value-adding and empowering benefits and financial privileges. Please see page 68 for more information on “W”.

Access Money
Access Money is the Mobile Money service we have designed, all for the pleasure of our esteemed customers. With Access Money, the Bank provides customers with 24/7 access to financial services and transactions via their mobile phones from the convenience of their homes, offices, or anywhere, in a manner that is simple, secure, timely and hassle-free. With Access Money, we are already financing the future today; millions of Nigerians will be able to make purchases, pay for services and receive payments by the simple touch of a button on their phones.
**Children**

To encourage children to build stronger and better financial management skills, we refined our “Early Savers” product in 2014. Now, “Early Savers” offers kids fun and interactive approaches to gaining and boosting their financial aptitude via the Early Savers microsite. We also pioneered a virtual banking app for children on the Early Savers microsite. The first of its kind in Nigeria, this app helps to familiarise children with simulated banking transactions. In addition, Access Bank launched several initiatives in 2014 to promote greater financial inclusion amongst children. These included the Early Savers Club for financial literacy, Holiday Banking for.

**Cash Deposit ATMs: Making deposits without Banking Hall entry**

Further to the Bank’s goal of providing enjoyable experience to customers through all its touch points and providing access to our services for people with limited access to our Banking locations, Access Bank introduced Cash Deposit Automated Teller Machines (ATMs) which allows customers to make cash deposits into any Access Bank account without a human teller interface. This product offers a convenient cash deposit service as it does not require a bank card to transact and is available 24 hours a day, 7 days a week.

**Elderly and Senior Citizens**

At Access Bank, we understand that senior citizens, the elderly and aged can have troubles managing their retirement finances. As a result, our Evergreen Account was developed to help 60+ citizens have an easy post-retirement banking experience which is costexclusive and free.

**Customer health and safety**

Access Bank is very concerned about the welfare of our customers, both within and outside our operational premises and business locations. Just as much as we take responsibility for the health and safety of our employees, we are also committed to ensuring that our operations and the discharge of our services in our operational locations do not impact adversely on the health, safety and welfare of our customers. This is because financing a bigger future requires keeping and growing our customer base, and to sustain lasting business relationships with our customers, we understand the need to sincerely care about their wellbeing. That is exactly what we are doing.

The Bank takes all possible measures to prevent the risks of health and safety hazards to our customers in all our Banking premises and locations of operation. Just as much as we take responsibility for the health and safety of our employees, we are also committed to ensuring that our operations and the discharge of our services in our operational locations do not impact adversely on the health, safety and welfare of our customers. This is because financing a bigger future requires keeping and growing our customer base, and to sustain lasting business relationships with our customers, we understand the need to sincerely care about their wellbeing. That is exactly what we are doing.

The Bank takes all possible measures to prevent the risks of health and safety hazards to our customers in all our Banking premises and locations of operation. As a result, Access Bank has not issued an inquiry, grievance or complaint regarding any incidences of harm to customer health and safety in the year 2014. Also, the Bank was not involved in any lawsuits, fines, or penalty related to breach of local laws relating to the health and safety of our customers.

**Trust, responsiveness, confidentiality and sincerity to our customers**

Access Bank appreciates the value of the loyalty and trust of our customers. We understand that to gain and maintain trust with our customers, we also have to show ourselves trustworthy. Trust was one of the major drivers in 2009, when we established our Customer Ombudsman department. Thus, we became the first Nigerian Bank to have done so. An Ombudsman is a person, an officer or an employee who receives complaints, investigates them and tries to deal with the problems fairly. Since 2009, our Customer Ombudsman has continued to facilitate timely resolution of all customer complaints, while ensuring confidentiality and building trust with them. Through our Ombudsman department we have shown over and over again to our customers that we are responsive to their concerns. As we incorporate these concerns and feedback into our business, we find that we are able to serve them better, thus growing our business thereby. In 2014, thousands of specific, individual and transaction-related complaints were received by our Customer Ombudsman department.

All of these concerns were resolved amicably and in confidence. Access Bank did not receive any grievance from customers regarding breach of customer privacy or loss or misappropriation of customer data during the year.
Responsible marketing
In addition to our Customer Ombudsman, our commitment to building trust with our customers also extends to our marketing communications approach. Throughout the Bank and its subsidiaries, we approach our marketing promotions with an attitude of clarity, sincerity and non-discrimination, knowing fully well that a lack of these elements in our market communications and product promotions can lead to diminished trust and confidence among our current and potential customers. As a result, our corporate communications’ unit ensures compliance to all relevant national laws related to consumer protection and market promotions, such as the Consumer Protection Act and the guidelines of the Consumer Protection Council.

In addition, for all our advertising campaigns, the Bank seeks approval of the Advertising Practitioners Council of Nigeria (APCON), through our brand/media vendors. We also seek to avoid all forms and kinds of misrepresentation of the value of our financial products and services or the benefits accruable to our promotions, in any communications to our customers, regardless of whether they are handled internally or outsourced to our communication vendors. In compliance with local regulations, the credibility of our promotional statements are typically audited and verified by independent external consultants. Truly, this helps to sustain the confidence of our customers in the claims and statements we make.

Owing to our approach, Access Bank did not receive any queries, grievances, lawsuits, fines, penalties or complaints resulting from non-compliance with local regulations or marketing communications, including advertising, promotion, and sponsoring, throughout the year 2014.

Rewarding our customers
As a bank of best practice, Access Bank delights its customers through unparalleled services that make them remain loyal to our brand. Nonetheless, we regularly delight our customers with treats to reward them for their loyalty. We recognise that only best-in-class services can keep them; but we go above and beyond with a variety of other tangible reward packages.

• Access Bank Yuletide Season package:

During the reporting year, our flagship customer reward initiative was the Access Bank Yuletide Season package. In the spirit of the December 2014 season, the Bank demonstrated its passion for our esteemed customers by commemorating the year end in a unique way through its keeping-in-touch activities. We used the opportunity to appreciate our valued customers for their patronage and firm support throughout the year. Access Bank organised Raffle Draw events in over 200 of our branches in Nigeria. From the draws, two (2) lucky winners were awarded with gift shopping vouchers of N5,000 each, in each of the branches. This gesture received lots of thankful comments from our customers – some testimonial statements are presented in our last quarter Customer Digest of 2014 (Please see our customer digest reports at https://www.accessbankplc.com/media-centre/customer-digest).

• Access Mobile Banking Campaign:

Besides the end-of-year rewards, Access Bank periodically rewarded loyal customers, particularly those who demonstrated early adoption of our innovative products. During the early stages of our Access Mobile Banking Campaign in 2014, hundreds of our customers received gift packs worth about N1.5 million in total.

• World Cup Promo:

As our token to encourage the proliferation of a culture which promotes and supports sport development among the Nigerian public, we unveiled the Access Bank World Cup Promo in 2014. Four of our customers were rewarded with all-expense paid return-trips to the 2014 FIFA World Cup Tournament in Brazil.
EMPLOYEES: OUR PEOPLE & OUR CULTURE

At Access Bank, we are very conscious about the value of our people. We know that our employees are our greatest assets. Thus, in order to truly secure our position as a top financier for today and the future, we make great strides to ensure that the morale and productivity of our employees remain high. Our employees are at the heart of the Bank’s success, and our demonstrated commitment to capacity building, learning and development truly ensures that they are respected as professionals and that they continue to stand out among their industry peers. As a result, our vibrant corporate culture has kept us going. It is our way of life, and as we grow, we are taking with us an unparalleled positive corporate culture into the future of finance and banking in Africa. Indeed, ours is a corporate culture comprising one of Africa’s finest blends of workforce development, non-discrimination, ethical business practices, workplace health and safety, amongst others.

Responsible employment (equal opportunities employment)

As a Bank of best practices and a clear leader in responsible business practices in Nigeria, Access Bank continues to promote employment policies and processes that equally favour and encourage the engagement of both men and women. As a result, women are well represented amongst the Bank’s employees, and even on our Board positions and top management. In addition, we understand that adequate compensation is necessary to keep our employees able to meet their needs. As a result, Access Bank pays all its employees a fair remuneration. For example, our lowest paid unskilled employees earn about 200% of the national minimum wage.

Non-discrimination and physical disability

In respect of the rights of all humans, Access Bank makes every effort to be fair in our employment management and recruitment processes. We do not consider any characteristic such as age, gender or religion, which are unrelated to performance potential during our recruitment process. We give equal preference to men and women, as long as they have the prerequisite qualifications and experience to do the job.

As a matter of fact, both our male and female employees at the same job level have always been paid equal remuneration. This remains true and will continue to be so, in testament to our unwavering commitment to equal opportunities employment. Not even in cases of physical disability do we approve of discrimination. In the event that any of our employees becomes disabled, the Access Bank Group has a commitment to arrange appropriate training and support to ensure continuous employment for that employee without subjecting the employee to any discrimination or disadvantage in career development.

As at 31 December 2014, Access Bank had 9 employees with physical disability (this number was 8 at the end of 2013). During the reporting year, no discriminatory incident was recorded to have occurred at any of our offices, branches, and operational locations. As such, no grievances, complaints or lawsuits were filed against Access Bank during the reporting period.

Table 12: Employee composition by gender

<table>
<thead>
<tr>
<th>Year</th>
<th>Total number of employees</th>
<th>Percentage of male employees</th>
<th>Percentage of female employees</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012</td>
<td>2917</td>
<td>61%</td>
<td>39%</td>
</tr>
<tr>
<td>2013</td>
<td>2463</td>
<td>61%</td>
<td>39%</td>
</tr>
<tr>
<td>2014</td>
<td>2721</td>
<td>59%</td>
<td>41%</td>
</tr>
</tbody>
</table>

Table 13: Gender distribution of top management employees

<table>
<thead>
<tr>
<th>Top management employees</th>
<th>Percentage of females</th>
<th>Percentage of males</th>
</tr>
</thead>
<tbody>
<tr>
<td>(Executive director to CEO): 7</td>
<td>29%</td>
<td>71%</td>
</tr>
<tr>
<td>(Assistant GM to GM): 74</td>
<td>22%</td>
<td>78%</td>
</tr>
</tbody>
</table>

Access Bank Sustainability Report 2014
Women Empowerment: women on board

At Access Bank, we strongly lean towards developing and executing policies that break down barriers which limit women from entering careers paths and positions that have been traditionally dominated by men, particularly board membership. This is because of our firm belief in the pivotal role that women, alongside men, will play in moving global banking and finance to that brighter, stronger future. Indeed, women make up about 31% of our Board, which is impressive by international standards. Across the European Union, the average is only half that, with women comprising less than 15.8% of directors; and in the UK, the average for an FTSE 100 company is just under 22%. Clearly, when it comes to zero-tolerance to gender discrimination, Access Bank is a global leader in promoting sustainable development through gender diversity. To further drive our global leadership in workplace women empowerment, Access Bank operates two unique initiatives. One is the Access Women’s Network, and the other is tagged Supporting the Access Woman. Access Women’s Network is a package of empowering programmes comprising capacity building, mentoring and networking opportunities, all specially designed to grow and groom our female employees, at all levels in the organisation.

Interestingly, Access Women’s Network is also helping to catalyse the confidence and skills of our women to better succeed in their careers. Through the supporting the Access Woman initiative, we have begun to redefine the career experiences of our female employees by actively pursuing improved gender diversity at all levels and throughout all strategic business units. As a part of this initiative the Bank is in the process of building a crèche for our staff.

This will ensure that the choice between their careers and their children will no longer be mutually exclusive for our working mothers. Besides the Access Women’s Network, and Supporting the Access Woman initiatives, “W” is another impactful women empowerment initiative launched by Access Bank. However “W” extends to female members of the public outside the Bank. Please read more about “W” on page 68.

WOMEN’S EMPOWERMENT PRINCIPLES

At Access Bank, the empowerment of women is one issue at the heart of our growth and sustainable development strategy. Women empowerment is every material issue to us and our stakeholders, and we have always maintained programmes within our organisation to eradicate gender equality. As such, Access Bank has continued to play active as one of the leading sponsors of the internationally proclaimed Women’s Empowerment Principles promoted by the United Nations Women and the United Nations Global Compact (UNGC). As a bank of best practice, we continue to subscribe to the Women’s Empowerment Principles, which was gradually begun to eliminate traditional banking, finance and societal stereotypes by which women were excluded from certain roles, opportunities and privileges.

EMPLOYEES

Table 14: Gender distribution of the Board of Directors

<table>
<thead>
<tr>
<th>Percentage of women on board</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percentage of women on board</td>
<td>13%</td>
<td>33%</td>
<td>31%</td>
</tr>
<tr>
<td>Percentage of men on board</td>
<td>87%</td>
<td>67%</td>
<td>69%</td>
</tr>
<tr>
<td>Total number of board members</td>
<td>15</td>
<td>15</td>
<td>16</td>
</tr>
</tbody>
</table>

Principle | Current initiatives
---|---
01. Establish high-level corporate leadership for gender equality | Access Bank maintains a high-level corporate leadership on gender equality matters. Leading by example, our Group Managing Director/Chief Executive Officer (GMD/CEO) Herbert Wigwe, still serves as the Bank’s lead champion on women empowerment initiatives, while Bolaji Agbaje, the Head, Group Human Resources, and Omobolanle Victor-Lanijan, Head, Sustainability continue to represent the actively Bank on the international Leadership Group of the U.N Women’s Empowerment Principles. As a Bank, we also take to heart leadership in collaborative partnerships with other financial sector players who are committed to women empowerment. In addition, we serve on the Banker’s Committee’s Sub-committee on Women Economic Empowerment in Nigeria.
02. Treat all women and men fairly at work – respect and support human rights and non-discrimination | Access Bank treats all men and women fairly. Our programs and benefit packages are equally made available to both men and women. The Bank makes equal remuneration to both men and women who work at the same level. We also promote continued support, empowerment and non-discrimination of women during cases of pregnancy and after childbirth. This includes, amongst others, the provisions we make for maternity leaves, and more flexible post-childbirth work options, thus putting our Bank’s post-parental leave retention rates at about 100%. At Access Bank, we do not discriminate against either men or women; and as a bank, we are totally opposed to gender-based harassment of any kind. Our whistle-blowing line remains open to complaints and grievances around gender-based discrimination (whether against men or women). This whistle-blowing mechanism also significantly helps to deter gender-based abuses in our workplaces.
03. Ensure the health, safety and wellbeing of all women and men workers | Our Bank has a strong commitment to health and safety. We remain committed to promoting the wellbeing of all our staff, including female and male employees. Our internal health and safety programmes and health maintenance schemes help to ensure that our employees are in good physical and mental conditions always. Since 2013, and throughout 2014, the Access Recreation Centre (ARC) unraveled in the industry, provided our workers with an avenue for boosting their work-life balance. The ARC, which comprises a gymnasium, menu rooms and various relaxation spots, help to boost wellness and healthy living among Access Bank’s employees.
04. Promote education, training and professional development for women | As a bank of best practice, Access Bank has an ongoing commitment to the development, training and capacity building of our workers. Read more about these on pages 55 - 59. Indeed, all of these professional development packages are at the disposal of our male and female workers, without discrimination. In addition, having recognised the potential role of women in the future of financing a stronger and bigger Africa, Access Bank launched a number of initiatives to further catalyse the professional development, mentoring and grooming of our women-employees. These include the Access Women Network which was launched in 2013, and the Supporting the Access Woman and the “W” initiative which were introduced in 2014.

Access Bank Sustainability Report 2014
EMPLEE ENGAGEMENT

In 2014, the Bank made deliberate efforts to solicit feedback from its employees on a wide range of issues, including ways to better the delivery of its products and services, as well as welfare and other matters. This was done primarily through our Employee Satisfaction Survey, our yearly flagship initiative for understanding employee expectations and concerns.

Overall satisfaction among employees

The satisfaction index increased for both male and female employees. The increase is due to:

• Increase in employee engagement activities — introduction of monthly happy hour and the launch of the Access Recreational and Fitness Centre.
• The increased activities of the Access Women Network, which has helped female employees build a stronger network both professionally and socially. The launch of “W” which also demonstrated the Bank’s willingness to empower women.

Satisfaction Index by Grade Level

Employee satisfaction index remained constant for officers and top management but increased for middle managers for the period under review. The increase is due to the career advancement opportunities within the Bank.

Satisfaction Index by Gender

The satisfaction index increased for both male and female employees. The increase is due to:

• Increase in employee engagement activities — introduction of monthly happy hour and the launch of the Access Recreational and Fitness Centre.
• The increased activities of the Access Women Network, which has helped female employees build a stronger network both professionally and socially. The launch of “W” which also demonstrated the Bank’s willingness to empower women.

Owing to our zero-tolerance for discrimination in terms of professional development, the proportion of the Bank’s female workers, officers in top management and on the Bank’s board have been on the rise in past years. About 31% of our board members are females, having risen from 12% in 2012; and about 41% of our employees are females, having risen from 39% in 2012.

Besides this, Access Bank also promotes initiatives to empower women through supply chain activities and marketing practices. For example in 2014, and as part of the “W” initiative, we began a deliberate support of the growth of Small and Medium Enterprises (SMEs) owned by women. We will continue to remain committed to encouraging the financial inclusion of female entrepreneurs, through the provision of value-adding and empowering benefits as well as financial products targeted at women in business.

Access Bank’s commitment to women empowerment is also evident in our community investment initiatives. In 2014, we partnered with WeConnect International, a global non-profit working towards worldwide empowerment of women, to organise a Global Certification Capacity Development Workshop for upcoming women entrepreneurs in communities around us. Please see more information on page 69. In addition, Access Bank makes every effort to prevent the discrimination and exclusion of girls and women in communities where we donate our time and resources through charitable causes and employee volunteering. Read more about our community initiatives on pages 50 and 68.

Access Bank regularly reports to our stakeholders and members of the general public on all our sustainable development initiatives. This includes our communication of progress towards achieving gender equality and women economic empowerment through our periodic reports. We do this primarily through our annual sustainability reports, such as this one. Ongoing launch of new initiatives are also usually reported through other channels such as our Bank’s quarterly Customer Digests.

05. Implement enterprise development, supply chain and marketing practices that empower women

06. Promote equality through community initiatives and advocacy

07. Measure and publically report on progress to achieve gender equality
Employees: Our People and Our Culture

Satisfaction Index by Age Band

The Satisfaction index for employees in the 50 - 59 years age bracket remained constant. There was an increase in satisfaction index for employees in the 20 - 29 years, 30 - 39 years and 40 - 49 years age brackets. This was most likely attributed to the upward review in remuneration.

Satisfaction Index by Bank’s core competencies

Employees’ satisfaction with core competencies in the Bank have either improved or remained steady over the years. These competencies include work-life balance, co-workers, senior top level management, safety of work environment, workplace diversity, organizational structure, managers and supervisors, team dynamics, and work-place ethics. In 2014, employees rated the Bank at least 3.5 out of 5 in all these core competence areas, with employees regarding the Bank’s commitment to ethical dealings in the highest esteem. However, although employee satisfaction with work-life balance improved significantly between 2013 and 2014, employees were still not very happy with it. As a result, besides initial measures taken in early 2014 (see “Work-Life balance” section of Table 5, page 20), the Bank took measures to further enhance continued improvements in employee work-life balance, by enforcing stricter compliance with the company’s generator shut-down policy, in order to discourage spending extremely long hours at work.

Occupational health and safety

At Access Bank we know that financing a bigger, stronger future cannot preclude investments in safe and healthy workplaces for our employees. We maintain all our business premises with the core motive to prevent jeopardizing the wellbeing of our workforce. For example, fire-fighting equipment are installed in all our operational locations and all our employees are duly insured against occupational health hazards. In addition, 100% of our fulltime staff are covered by the national health insurance scheme and an Health Maintenance Organisation (HMO) scheme.

Training, education and capacity building

In order to enable our employees to be the best at what they do, Access Bank maintains high training standards for its employees. It was for this reason that the Access Bank School of Banking Excellence was founded in 2003. Since then the School of Banking excellence, acclaimed one of the industry’s best platforms for organisational capacity building, has trained over 3,000 people.

Although the School is owned and managed by Access Bank, many of the workers have gone on onto management and executive jobs in the Bank itself, other banks and other sectors of Nigeria. Workers that have been trained by the school include our employees from other countries where we operate.

Although the School of Banking Excellence trains new intakes to adequately equip them for the jobs, Access Bank, as a Bank of best practice, has a highly diverse range of other training programmes aimed at keeping our staff at their best, throughout every stage of their career with the Bank.

Figure 10: Employee satisfaction by age

Figure 11: Employee satisfaction with Bank’s core competencies

Figure 12: Number of Employees Trained at the School of Banking Excellence (2012 - 2014)

Figure 13: Summary of Bank-wide training in 2014

Through the HMO scheme, Access Bank maintains retained health partnerships with high class hospitals which provide all our employees and their families with health and medical services, as needed. In mid-2014, the outbreak of the Ebola Virus Disease (EVD) ravaged many West African countries, including Nigeria. EVD posed significant business continuity risk to the Bank alongside several other business entities. In a bid to ensure the control of the disease, the Bank established mechanisms to ensure that employees and their acquaintances are safeguarded from the virus. These included:

• An ad-hoc EVD committee was set up to coordinate the Bank’s response to the epidemic.

By the end of 2014, EVD had been eliminated from the country and Nigeria was declared Ebola-free by the World Health Organisation.

Nevertheless, during the period of the epidemic and afterwards, no Access Bank employee was diagnosed with EVD.

• Intensive awareness and sensitisation session for all members of staff.

• Restriction of travels for staff to reduce exposure to the disease, while encouraging virtual conferencing.

• Use of infrared thermometers to screen temperatures staff and customers entering Access Bank’s offices.

• Provision of hand sanitizers at the entrance to the Bank’s premises.

Workers that have been trained by the school include our employees from other countries where we operate.
Training for a Sustainable Start

We understand that excellence is a matter of priority to our employees. Just like the Bank, our people are committed to excelling above their peers. As a result, Access Bank decided to take the School of Banking Excellence’s Entry Level Training Programme (ELTP) a step further in 2014. We did this by initiating discussions with the Chartered Institute of Bankers of Nigeria (CIBN) to get the School and the ELTP accredited by the CIBN.

Owing to the rigorous and robust nature of our training programme for new intakes, the ELTP was accredited by the CIBN in December 2014. Therefore, unlike their peers, the ELTP was a step further in 2014. Access Bank decided to take the School of Banking Excellence’s Entry Level Training Programme (ELTP) a step further in 2014. We did this by initiating discussions with the Chartered Institute of Bankers of Nigeria (CIBN) to get the School and the ELTP accredited by the CIBN.

By the virtue of this programme, we have also been able to substantially alleviate the traditional behavioural problems that inhibit sustainable change in many business environments. By channelling resources into these training programmes, we are confident that we will continue to lead in financing for a sustainable future.

Training of Access Bank Enterprise/Credit Risk Management employees

At Access Bank, we truly understand our business environment. Just as countless opportunities abound for us to tap into for the benefit of our business, we also realise that risks are ever-present. These business risks need to be well taken care of and mitigated. We understand that having quality employees at the centre of this is the key to success. As a result, Access Bank ensures that its risk management staff are regularly updated with the required knowledge and tools to help them do their work properly. They also help the Bank’s business criticality. This is a testament to our conscientious corporate culture. At Access Bank, we are committed to always providing our people with the resources they need to do their work effectively and seamlessly. The ELTP was accredited by the CIBN in December 2014. Therefore, unlike their peers, the ELTP was a step further in 2014.

Access Bank was presented to staff at the session. The presentation highlighted the importance of passion for customers and for the business as that is what makes a brand different from its competitors. The session also covered how to identify brand moments of truth.

Capacity building for customer-facing employees across SBUs

There was also a lot of internal capacity building for market-facing employees. This was in order to ensure that our employees were given the appropriate tools to make their job easier in creating wonderful service experience for our customers and market communities. Much of these trainings had hundreds of attendees from different SBUs of the Bank. These trainings involved meeting seasoned experts from within and outside the Bank to coach employees on customer service and customer relationship management.

Certification/Training.
<table>
<thead>
<tr>
<th>Certification/Training</th>
<th>No of staff</th>
</tr>
</thead>
<tbody>
<tr>
<td>Certified Operational Risk Manager</td>
<td>21</td>
</tr>
<tr>
<td>Certified Risk Specialist</td>
<td>20</td>
</tr>
<tr>
<td>Certified ISO 31000 on-Risk Management</td>
<td>40</td>
</tr>
<tr>
<td>Liquidity Master Class</td>
<td>20</td>
</tr>
<tr>
<td>Liquidity Risk Management and Measurement Basel III</td>
<td>20</td>
</tr>
<tr>
<td>Loan &amp; Transaction Monitoring Master Class</td>
<td>20</td>
</tr>
<tr>
<td>Risk Management &amp; Measurement Techniques</td>
<td>20</td>
</tr>
<tr>
<td>Bank Stress Testing for Extreme Events</td>
<td>20</td>
</tr>
<tr>
<td>Retail Credit Appraisal &amp; Loan Workout Strategy</td>
<td>20</td>
</tr>
<tr>
<td>Problem Loan, Distressed Asset Management, Restructuring &amp; Exit Strategies</td>
<td>20</td>
</tr>
</tbody>
</table>
Knowledge sharing sessions on critical societal issues

In addition to work-related training and capacity building, the Bank also organised a number of knowledge sharing sessions in 2014, to sensitise all employees about critical issues of concern within the society. In 2014, two major issues of concern in Nigeria were internal terrorism and the spread of the Ebola Virus Disease (EVD). These sessions were of high priority to make our employees aware of how to cope with these threatening societal issues.

The Ebola Pandemic – What you need to know: Myth and Reality

In August, the Bank invited Dr. Chimaobi Koronkwo of HealthSafe Medical Services to deliver the presentation. Dr. Koronkwo’s talk sensitised and educated members of staff about the EboV pandemic. He provided insightful tips on ways to identify the symptoms of EVD and approaches to protecting oneself and household from contracting the virus.

Employee recognition and reward

As a Bank of Best Practice, Access Bank recognises the value of rewarding our employees. We therefore think outside the box, going beyond traditional remuneration budget to motivate our employees. As is our practice, we celebrated our employees who distinguished themselves amongst three years through hard work, dedication and commitment. During the annual CEO’s Award Ceremony which was held in May 2014, the Bank recognised Neka Adogu (Nigeria) and Julie Soyinka-Sonuga (UK) with the CEO Special Award and the Brand Ambassador of the Year respectively. Employees of the Ibadan Retail Operations unit in Lagos, Nigeria were celebrated with the Cost Centre of the Year Award, while the Quality Assurance-Corporate Operations unit was awarded the 5-Star Unit of the Year. Other awards and award categories across the Access Bank Group are presented as follows.

### Categories

<table>
<thead>
<tr>
<th>Category</th>
<th>Country</th>
<th>Winners</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Brand Ambassador of the Year</strong></td>
<td>Nigeria</td>
<td>Victor Oryebuchi</td>
</tr>
<tr>
<td></td>
<td>Ghana</td>
<td>Matthew Avante Akodu</td>
</tr>
<tr>
<td></td>
<td>Congo</td>
<td>Claudine Nwanda</td>
</tr>
<tr>
<td></td>
<td>Rwanda</td>
<td>Chris Osisiogu</td>
</tr>
<tr>
<td></td>
<td>Zambia</td>
<td>Victor Adeniregun</td>
</tr>
<tr>
<td></td>
<td>UK</td>
<td>Julie Soyinka-Sonuga</td>
</tr>
<tr>
<td><strong>Most Admired Senior Staff</strong></td>
<td>Nigeria</td>
<td>Abraham Aziegbe</td>
</tr>
<tr>
<td></td>
<td>Ghana</td>
<td>Stephen Abban</td>
</tr>
<tr>
<td></td>
<td>Congo</td>
<td>Chris Osisiogu</td>
</tr>
<tr>
<td></td>
<td>Rwanda</td>
<td>Buba Karshere</td>
</tr>
<tr>
<td></td>
<td>Zambia</td>
<td>Chris Mwelo</td>
</tr>
<tr>
<td><strong>Support Staff of the Year</strong></td>
<td>Nigeria</td>
<td>Akinwande Ogundare</td>
</tr>
<tr>
<td></td>
<td>Ghana</td>
<td>Jusuf Ali Afolabi Gwany</td>
</tr>
<tr>
<td></td>
<td>Sierra Leone</td>
<td>Georgina Williams</td>
</tr>
<tr>
<td></td>
<td>Rwanda</td>
<td>Chris Osisiogu</td>
</tr>
<tr>
<td></td>
<td>Zambia</td>
<td>Chris Mwelo</td>
</tr>
<tr>
<td></td>
<td>UK</td>
<td>Laura Kidd</td>
</tr>
<tr>
<td><strong>Co-worker of the Year</strong></td>
<td>Nigeria</td>
<td>Aminah Adejipe</td>
</tr>
<tr>
<td></td>
<td>Ghana</td>
<td>Richard Omosa</td>
</tr>
<tr>
<td></td>
<td>Congo</td>
<td>Rudy Mung</td>
</tr>
<tr>
<td></td>
<td>Rwanda</td>
<td>Teddy Ndayambaje</td>
</tr>
<tr>
<td></td>
<td>Zambia</td>
<td>Paul Munashe</td>
</tr>
<tr>
<td></td>
<td>UK</td>
<td>Delpho Hamaluba</td>
</tr>
<tr>
<td><strong>Customer Service Staff of the Year</strong></td>
<td>Nigeria</td>
<td>Vanessa Attah</td>
</tr>
<tr>
<td></td>
<td>Ghana</td>
<td>Yonne Quashie</td>
</tr>
<tr>
<td></td>
<td>Congo</td>
<td>Ricky</td>
</tr>
<tr>
<td></td>
<td>Rwanda</td>
<td>Delpho Hamaluba</td>
</tr>
<tr>
<td></td>
<td>Zambia</td>
<td>Efein Nnekezie</td>
</tr>
<tr>
<td></td>
<td>UK</td>
<td>Adekunle Adeniregun</td>
</tr>
<tr>
<td><strong>Teller of the Year</strong></td>
<td>Nigeria</td>
<td>Omoluape Toluloba</td>
</tr>
<tr>
<td></td>
<td>Ghana</td>
<td>Akinwande Ogundare</td>
</tr>
<tr>
<td></td>
<td>Congo</td>
<td>Danny Tshilumba</td>
</tr>
<tr>
<td></td>
<td>Rwanda</td>
<td>Francis Baranzinde</td>
</tr>
<tr>
<td></td>
<td>Zambia</td>
<td>Haji Hendie Dissanemos</td>
</tr>
<tr>
<td></td>
<td>UK</td>
<td>Musa Banda</td>
</tr>
<tr>
<td><strong>Excellence in Leadership Award</strong></td>
<td>Nigeria</td>
<td>Ogaji Okosan</td>
</tr>
<tr>
<td></td>
<td>Ghana</td>
<td>Anna Sosumah-Mckay</td>
</tr>
<tr>
<td></td>
<td>Rwanda</td>
<td>Alice Umulaba</td>
</tr>
<tr>
<td></td>
<td>Zambia</td>
<td>Delpho Hamaluba</td>
</tr>
<tr>
<td></td>
<td>UK</td>
<td>Laura Kold</td>
</tr>
</tbody>
</table>

Table 18: 2014 CEO awards, categories and awardees

Access Bank Sustainability Report 2014

61
At Access Bank, we want to finance a bigger and stronger future. And as we do so, there is a reason why we are so passionate about, being conscientious stewards of the environment. It’s because we truly understand that the future of finance – on which we our business thrives – hugely depends on ecological resources and natural capital. We understand that there can be no finance if there are no environmental resources to harness and transform. And mind you, we don’t just care about the environment, because of our business. Rather, we do so also because our people: shareholders, employees, customers and communities, all desire a future wherein nature and its resources are equally accessible to their children’s and grandchildren’s generations.

**Environmental Performance**

In 2014, Access Bank took stringent measures and implemented appropriate systems and mechanisms to ensure we adhere to all stipulated environmental regulations in our areas of operation, particularly in Nigeria, where the bulk of our business activities are conducted. As a result, Access Bank did not suffer or bear any financial or non-financial sanctions, queries, fines or penalties owing to non-compliance to all relevant national environmental regulations, or voluntary codes and standards of environmental protection to which we are subscribed.

Beyond Environmental Compliance

Access Bank understands that in order to finance a bigger, stronger future, financial institutions must follow the trends, and act accordingly as the future sets in. We understand that natural resources such as fresh water, quality air, minerals and soil, are getting scarcer as global and local populations increase. Because we want to be a leader in the future of finance, we anticipate the trends, and deliberately invest in systems and mechanisms to enable us to develop and implement appropriate measures and strategies to sustainably harness the world’s forest resources.

Cushioning the Environmental (and Social) Impact of our Financial Products, Services and Activities

From the inception, Access Bank has been financing the future for many businesses, consumers and individuals. Even so, ahead of our industry colleagues, we have been pioneering the development of many innovative products and services for our clients in various industry sectors. We will continue to pioneer and innovate, as this is our surest bet to lead financing a stronger future for both African and global markets.

However, we realise that project finance and lending, our major financial services, have inherent environmental and social impacts. This was why we signed up to the Equator Principles in 2009. The Equator Principles are a set of internationally recognised principles for addressing environmental and social concerns in project finance, and Access Bank was the first Nigerian company to sign up to the principles. Since then, adherence to the Equator Principles have helped us to identify, evaluate and manage environmental and social risks and impacts of our project finance and lending activities. Even so, in 2014, we established a dedicated Environmental and Sustainability unit, as part of our Enterprise Risk Management department. Also, an automated review process was put in place, thus to drive conscious and fully-rigged integration of environmental issues into the Bank’s risk decision-making. This way we will continue to safeguard the wellbeing, health and safety of biodiversity, ecosystems, labour and surrounding communities in areas where Access Bank delivers project finance services. We are confident that we will continue to maintain and raise our corporate standard to provide finance solutions in the coming years.

Over the years, we have tested and tried the Equator Principles, and we have reaped great benefits from adherence, thus minimizing our business risks, mitigating the impacts that remain and preventing environmental and social consequences thereof. In fact, the Equator Principles are central to Access Bank’s Environmental and Social Risk Management System (ESRMS). Based on our firm commitments to environmental and social risk management, a number of projects were handled and executed in line with Equator Principles in 2014. For more information, please see our latest Equator Principles compliance report at [https://www.accessbankng.com/sustainable-banking/sustainability-report](https://www.accessbankng.com/sustainable-banking/sustainability-report). Above all, in 2014, we ensured that our operational facilities did not constitute any environmental nuisance to surrounding communities and other stakeholders. We were mindful about waste management and disposal at our office locations, while outsourcing the service to government-approved waste management third-party firms. Our water-consumption line also exist to make sure that our people shun all unethical practices related to any risk issues related to Access Bank. Through the water-saving line, third parties and external stakeholders, are encouraged to report any malpractice committed by Access Bank and/or its representatives, including environmental transgressions. Throughout the year, Access Bank did not receive any grievance or related complaints concerning environmental issues, neither for air, water, land or soil pollution.

**Energy and Greenhouse Emissions**

At Access Bank, we utilise two monounsaturated energy at our branches and business premises. These include electricity from the national grid as well as electricity from on-site diesel-fuelled power generating units, simply known as generators. Electricity from the national grid is supplied by the various local distribution companies (DISCOs) of the now-decentralized Power Holding Company of Nigeria (PHCN) for business locations in different parts of Nigeria. The generators are however used to augment energy supply from the grid during the frequent power outages. In 2014, energy supply was as important an issue to Access Bank. This was not only because of the ongoing energy crisis, but also because we believed that the benefits of fossil fuels which powered our generators and supplied our Head Office. Thus, the Bank was able to save energy up to 97,706.91 Kilowatthour of diesel-generated energy in 2014 through our shut-down policy. At an emission factor of 0.893 kg CO2/kWh, this amounted to a reduction of an estimated 87,532.27 kilogram of CO2 greenhouse emissions by the Bank in 2014.

**Water**

Virtually all the water used in the Bank’s offices in our significant areas of operations in large Nigerian cities, are abstracted from boreholes. This is because dependence on municipal water networks can be very inefficient. Over the course of the year, we took noteworthy steps to optimise our water consumption, so as to reduce the amount of water groundwater abstracted and used. These efforts can be observed at our offices, in the types of cisterns used in restrooms. These water-efficient cisterns help ensure optimal use of water, thus minimising waste.

Throughout the Bank, we aim to have our water use in the coming years, as such we are looking to install more of these water-efficient cisterns in more of our branch offices so as to conserve more water.

**Materials**

Since 2012, we began the process of implementing a mandatory paper-and-print saving initiative to cut printing and paper use by 50% across the Bank. We have made significant progress thus far on this ambition.

Across the Bank, we ensure that prints are done on eco print mode and all internal documents are printed on our printers which are set at the front-and-back print mode. We also ensure that all paper stationery used in printing internal memos are re-used where possible. These approaches have significantly reduced our paper purchase and have resulted in substantial cost savings over the years. In addition, our procurement unit ensures that we only buy papers that are Forest Stewardship Council certified. This way Access Bank is helping to promote sustainable harvesting of the world’s forest resources.

**Materials**

Since 2012, we began the process of implementing a mandatory paper-and-print saving initiative to cut printing and paper use by 50% across the Bank. We have made significant progress thus far on this ambition.

Across the Bank, we ensure that prints are done on eco print mode and all internal documents are printed on our printers which are set at the front-and-back print mode. We also ensure that all paper stationery used in printing internal memos are re-used where possible. These approaches have significantly reduced our paper purchase and have resulted in substantial cost savings over the years. In addition, our procurement unit ensures that we only buy papers that are Forest Stewardship Council certified. This way Access Bank is helping to promote sustainable harvesting of the world’s forest resources.
At Access Bank, we are an embodiment of sustainable procurement practices. We do not just buy from our suppliers; rather, we ceaselessly use the power of procurement relationships to positively influence their environmental, social and economic performance. Although we simply need suppliers and vendors to continue to thrive, however, we need our suppliers to be responsible in order for the larger society to thrive. At Access, we choose the latter option. Sustaining this commitment is an integral step on our journey toward financing a bigger, stronger future.

Vendor selection process

We maintain inclusive and robust procurement policies which enhance our corporate responsibility while also helping our suppliers to improve their sustainability and corporate responsibility performance. Our investors, stakeholders and employees are ethics-minded, so also the surrounding communities, non-profit organisations, the media and our regulations do not expect to see us associate ourselves with vendors that trample on human rights or whose businesses promote environmental harm and/or social injustice. Access Bank appreciates the concern of these stakeholders, and in order to live up to their expectations, we maintain a standard procurement framework, which helps us to conduct thorough due diligence and assessment of our vendors in line with the Bank’s policy. This is our management approach to sustaining strong, positive relations with our suppliers; rather, we ceaselessly use the power of procurement relationships to positively influence local businesses and sustaining local workers, their jobs and livelihoods.

Besides evaluating our prospective suppliers, for responsible practices, Access Bank is also committed to enhancing efficiency, resource optimisation and waste/pollution reduction in our supply chain. We demonstrate this commitment through our Bank-wide efforts to source required products and services locally or where impracticable, we encourage sourcing as close as possible to our operational locations, the suppliers are needed.

Local sourcing

In addition, we realise that it is a good way to grow our local economy by creating opportunities for local businesses and sustaining local workers, their jobs and livelihoods.

Environmental and social due diligence

As part of our supplier assessment criteria, Access Bank ensures that while traditional assessment parameters (such as Track record, Geographical coverage, Quality of goods/service and Status of dealership/distributorship, etc.) are considered, indicators such as ethical, environmental, societal, human rights, labour and governance practices are also incorporated into the criteria. This is our way of conducting due diligence to ensure that we are not transacting business with a vendor who has adverse impacts on the society. In 2014, our suppliers were assessed using these sustainability-based criteria. We checked their Track Record, to establish, for example, how they were managing waste, and whether they had a history of severe pollution, employing children/under-aged people or using forced labour in defiance to Nigerian labour laws. We also assessed their Geographical Coverage to ascertain their ability to supply to our locations with minimum possible travel distance, thus, to minimise greenhouse emissions via supply chain transport. Green considerations were also included to make sure that the Quality of Products procured incorporated low environmental footprints. In addition, we used dealership criteria to establish that the potential suppliers did not have governance problems, that they were committed to ethical practices, and that they had the appropriate legal status, to operate and provide products and services to the required capacity.

Supplier engagement

As in the previous years, we progressed in engaging our suppliers in 2014. Typically, our engagement approach mainly included correspondences via e-mails and letters. We also held a number of forums, events and exhibitions during the year which helped us to convey best practices and emerging trends in sustainable and responsible business practices to them. In addition to these, we engaged our suppliers through visits to their business sites. Typically, these site visits were critical to our supplier assessment framework and due diligence. The ‘Supplier’ section of Table 5 captures our engagement approaches with our suppliers in 2014, their concerns and how we responded to those concerns (please see page 22).

Table 19: Supplier assessment / rating criteria

<table>
<thead>
<tr>
<th>Parameter</th>
<th>Parameters used in evaluating ‘approved’ and ‘in use, not yet registered’ suppliers (Scale: 1–5)</th>
</tr>
</thead>
<tbody>
<tr>
<td>PARAMETER 1</td>
<td>Track record</td>
</tr>
<tr>
<td>PARAMETER 2</td>
<td>Geographical coverage</td>
</tr>
<tr>
<td>PARAMETER 3</td>
<td>Quality of service/product</td>
</tr>
<tr>
<td>PARAMETER 4</td>
<td>Accredited dealership status</td>
</tr>
</tbody>
</table>

Table 19: Supplier assessment

<table>
<thead>
<tr>
<th>Total rating score Parameters*</th>
<th>Maximum = 20 Parameters used in evaluating ‘New’ suppliers (Scale: 1–5)</th>
</tr>
</thead>
<tbody>
<tr>
<td>PARAMETER 1</td>
<td>Track records</td>
</tr>
<tr>
<td>PARAMETER 2</td>
<td>Geographical coverage</td>
</tr>
<tr>
<td>PARAMETER 3</td>
<td>Quality of service/product</td>
</tr>
<tr>
<td>PARAMETER 4</td>
<td>Accredited dealership status</td>
</tr>
</tbody>
</table>

<p>|</p>
<table>
<thead>
<tr>
<th>Parameters</th>
<th>Parameters used in evaluating ‘New’ suppliers (Scale: 1–5)</th>
</tr>
</thead>
<tbody>
<tr>
<td>PARAMETER 1</td>
<td>Problem resolution</td>
</tr>
<tr>
<td>PARAMETER 2</td>
<td>Timeliness of service delivery</td>
</tr>
<tr>
<td>PARAMETER 3</td>
<td>Service/product quality</td>
</tr>
<tr>
<td>PARAMETER 4</td>
<td>Character and composure of company representative</td>
</tr>
</tbody>
</table>

*Please refer to Environmental and Social Due Diligence (page 65) to see how we incorporate environmental, social and governance considerations and responsible business practices into some of these supplier assessment parameters.

Table 19: Supplier assessment
The Wider Society

Access Bank believes in the importance of contributing to the wider society in which it operates. By fostering a culture of corporate responsibility, the Bank seeks to create positive impacts on surrounding communities and stakeholders.

In 2014, Access Bank initiated and sponsored the UNICEF Charity Shield Polo Tournament, which has raised over N100 million for UNICEF since its inception in 2003. The tournament is a platform for promoting awareness and mobilizing support for UNICEF’s cause, as well as engaging Access Bank employees and the wider community in charitable activities.

Through the tournament, Access Bank has supported various initiatives, including the provision of comfortable shelter for the orphaned and vulnerable children in Northern Nigeria. The Bank has also committed to supporting orphaned and vulnerable children through the Charity Shield Polo Tournament, aiming to raise funds for UNICEF’s efforts.

Access Bank also sponsors the West Africa Trade and Commodity Finance Conference, which is a platform for discussing new business opportunities and trends in the West African market. The conference brings together leading experts from various sectors, including agribusiness, risk mitigation, marketing, construction, and infrastructure, to share insights and foster collaboration.

Access Bank is committed to creating a sustainable future by engaging with its stakeholders and supporting initiatives that align with its strategic focus areas. Through its initiatives, the Bank aims to contribute to the wider society and foster positive impacts on surrounding communities.
The “W” Initiative

In July 2014, Access Bank unveiled the “W” initiative to accelerate a new and stronger wave of hitherto scanty female entrepreneurs in Nigeria. In addition to financial inclusion, the “W” initiative is a one-stop center of all of Access Bank’s women empowerment offerings. Some of these include capacity building programs exclusive to women, mentoring programmes, and maternal health services, all aimed at helping to build a bigger, stronger and more sustainable society. Under the “W” initiative, participating women and their families have access to a wide range of opportunities. Part of these privileges includes access to loans and credit facilities, access to the “W” community in which they can get insights on business matters and finance matters. In addition, “W” community also provides women with access to information about several value-adding special offers for the home, including specially designed offers as well as freebies on health, beauty, and fitness.

The “W” initiative also hosts Maternal Health Support (MHS) Scheme, through which Access Bank supports local and international treatments for fertility antenatal and postnatal care, and other specialist procedures such as hysterectomy, cancer removal, incontinence treatment, dental, bariatric and orthopaedic treatments. The MHS Scheme can be availed to women within 48 hours.

WeConnect Global Certification Capacity Development workshop

In achieving our vision to be the world’s most respected African Bank, Access Bank understands that our societies, both local and global, cannot continue to sideline women from entrepreneurship opportunities traditionally perceived to be within the reach of men alone. Thankfully, there is a growing trend around the globe for improved access to finance for women, driven by individuals and institutions who also share this mindset. As a result, there has been a new and rising wave in the development of many new banking products specially designed for women, thus boosting the recognition given to women for their potential role in accelerating a sustainable economic development.

However, there persists a wide knowledge gap among Nigerian women, who seem not to be very much aware of rapidly growing business, growth and empowerment opportunities available to them.

To this end, Access Bank hosted a capacity development program themed “Introduction to Global Certification” on July 17, 2014 at the Head Office, The Plaza in Lagos, Nigeria, in partnership with WeConnect International. WeConnect is a coalition of businesses and entrepreneurs who are either women-owned or women-led businesses committed to promoting the economic empowerment of women.

The workshop featured seminar presentations from Access Bank PLC and WeConnect International. Information shared with participants included opportunities for sales conversion, networking and sales leads generation.

In all, the workshop trained one hundred (100) female business owners, some of whom were in the process of obtaining their certification for supplier capacity to global corporates. In the end, the workshop had helped the participants to build their capacity and scale their business operations, thus empowering and positioning them to be able to sell successfully to top local, regional and multinational corporations.

This workshop event was convened and sponsored by Access Bank as part of our continued commitment to the “W” initiative.

The “W” Initiative

In July 2014, Access Bank unveiled the “W” initiative to accelerate a new and stronger wave of hitherto scanty female entrepreneurs in Nigeria. In addition to financial inclusion, the “W” initiative is a one-stop center of all of Access Bank’s women empowerment offerings. Some of these include capacity building programs exclusive to women, mentoring programmes, and maternal health services, all aimed at helping to build a bigger, stronger and more sustainable society. Under the “W” initiative, participating women and their families have access to a wide range of opportunities. Part of these privileges includes access to loans and credit facilities, access to the “W” community in which they can get insights on business matters and finance matters. In addition, “W” community also provides women with access to information about several value-adding special offers for the home, including specially designed offers as well as freebies on health, beauty, and fitness.

The “W” initiative also hosts Maternal Health Support (MHS) Scheme, through which Access Bank supports local and international treatments for fertility antenatal and postnatal care, and other specialist procedures such as hysterectomy, cancer removal, incontinence treatment, dental, bariatric and orthopaedic treatments. The MHS Scheme can be availed to women within 48 hours.

WeConnect Global Certification Capacity Development workshop

In achieving our vision to be the world’s most respected African Bank, Access Bank understands that our societies, both local and global, cannot continue to sideline women from entrepreneurship opportunities traditionally perceived to be within the reach of men alone. Thankfully, there is a growing trend around the globe for improved access to finance for women, driven by individuals and institutions who also share this mindset. As a result, there has been a new and rising wave in the development of many new banking products specially designed for women, thus boosting the recognition given to women for their potential role in accelerating a sustainable economic development.

However, there persists a wide knowledge gap among Nigerian women, who seem not to be very much aware of rapidly growing business, growth and empowerment opportunities available to them.

To this end, Access Bank hosted a capacity development program themed “Introduction to Global Certification” on July 17, 2014 at the Head Office, The Plaza in Lagos, Nigeria, in partnership with WeConnect International. WeConnect is a coalition of businesses and entrepreneurs who are either women-owned or women-led businesses committed to promoting the economic empowerment of women.

The workshop featured seminar presentations from Access Bank PLC and WeConnect International. Information shared with participants included opportunities for sales conversion, networking and sales leads generation.

In all, the workshop trained one hundred (100) female business owners, some of whom were in the process of obtaining their certification for supplier capacity to global corporates. In the end, the workshop had helped the participants to build their capacity and scale their business operations, thus empowering and positioning them to be able to sell successfully to top local, regional and multinational corporations.

This workshop event was convened and sponsored by Access Bank as part of our continued commitment to the “W” initiative.
<table>
<thead>
<tr>
<th>Programme/Initiative</th>
<th>Cash</th>
<th>Time</th>
<th>Company Time</th>
<th>Value Of Staff Time Contributed</th>
<th>Total Value Of Contributions (Naira)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Education</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Support our School Initiative</td>
<td>600,000.00</td>
<td>50</td>
<td>108,113.96</td>
<td>708,113.96</td>
<td></td>
</tr>
<tr>
<td><strong>Recipient:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ikosi Primary School, Lagos</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Volunteer Unit:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Internal Audit</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Infrastructural Contribution:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Renovation of drainage channel</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Re-flooring of classrooms</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Replacement of windows with steel windows</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Painting of school infrastructure and replacement of doors</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Provision of 10 new fans and 18 toilets</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Community Focus Area</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Supporting the Blind</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Recipient:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Nigerian Society for the Blind (NSB)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Volunteer Unit:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Centralised Operations Group</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Infrastructural Contribution:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Assistive technology items for the blind such as Perkins Braille machines</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• 4 hostel for 40 people</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Painting of beds, mattresses,</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• 3 classrooms for 30 people</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Manual typewriters for 20 students</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Attitudinal Contribution:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Volunteering staff time for teaching pupils</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Computer Literacy Initiative</strong></td>
<td>2,257,910.00</td>
<td>80</td>
<td>72,000.00</td>
<td>2,329,910.00</td>
<td></td>
</tr>
<tr>
<td><strong>Recipient:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Gbara Community School, Lagos</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Volunteer Unit:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Information &amp; Communication Technology</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Infrastructural Contribution:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Computer education</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• 2 x Intel Dual Core – 3GHz Windows OS</td>
<td>18.5 inch UX511 LED monitor</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Blue Gate BA8204A UPS</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Aver P1170LP-20 Projector</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• HP Office Jet PRO 8600</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Furniture</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Swift 4G LTE Business Plan 7am – 7pm daily, 24GB</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• 2x EN Connection</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Local Area Connection</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Support our School Initiative</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Recipient:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ikosi Primary School, Lagos</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Volunteer Unit:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Internal Audit</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Infrastructural Contribution:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Renovation of drainage channel</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Donation of teaching aids to Atunda Olu School for the Physically Blind and Mentally</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Expenditure Breakdown:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Sponsorship of heart surgery – N1,873,000</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Building and furnishing of infirmary section, atunda Olu School – N242,000</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Braille project – N600,000</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Rent activation for vulnerable children – N200,000</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Computer Literacy Initiative</strong></td>
<td>2,122,580</td>
<td>1,230</td>
<td>413,106.65</td>
<td>2,535,886.65</td>
<td></td>
</tr>
<tr>
<td><strong>Recipient:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Oduduwa Senior Secondary School, Lagos</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Volunteer Unit:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Girls Mentoring Programme</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Infrastructural Contribution:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Donation of 50 furniture to students of Epetedo High School</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• 17 new white boards</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Award of N250,000 for business plan winner for the 2nd Lagos State Enterprise Day</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Delivery of ultra-modern Home Economics Laboratory to Obalende Senior Secondary School, Lagos</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Scholarship award to the best graduating student in 2014 who gained admission to a University. The recipient is a Petroleum Engineering student in the University of Lagos</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Employment session and donation of key facilities to Lagos State Correctional Boys Centre</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Cash donation as scholarship to support the secondary school education of orphans under the care of Lydia Women's Foundation</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
**Employee Volunteering Scheme**

At Access Bank, we empower our employees to achieve their goals. We do this by creating an enabling environment in which they are able to contribute positively to our corporate culture in the way they desire. As a bank of best practice guided by sustainability in all that we do, we have taken a conscious mandate to be the best. Our employees recognize this, and of their own volition, they have also chosen to be forces for good in the communities around which they work. They are our employee volunteers, they are the faces of our employee volunteering scheme (EVS), and we are extremely proud of them. Over the years, all our operational divisions and units have mastered the art of impactful community giving, and each year, each one takes ownership of their unique employee volunteering initiatives. Indeed, this is a noteworthy indication that Access Bank has fully integrated employee-driven community involvement into its business. In the course of the year 2014, thousands of Access Bank’s employees volunteered in various divisions and units, identified, selected and championed several innovative initiatives to better the lives of people in our host communities. Demonstrably, their collaborative efforts have brought evident social and economic benefits to our host communities in various parts of Nigeria. Success stories and highlights are as follows:

The Heart for Eye Project

What happens when a group of ordinary people realise that:

- There is need to empower individuals who are blind or have poor vision, to be productive and independently by building confidence through training, tools and mentorship?
- These visually-impaired people who go through unfortunate circumstances typically need rehabilitating with the support of philanthropists, corporate organisations, and religious bodies?
- Such needed training, mentorship and rehabilitation are in-line with their organisations’ approved Corporate Social Responsibility Focus areas on Education?

Extraordinary thing! This was exactly what happened when Access Bank’s Centralised Operations Group (COG) identified the Nigerian Society for the Blind (NSBI) as the beneficiary of its 2014 volunteering initiative. By partnering the Society, our COG was able to alleviate the plight of some visually impaired persons in Lagos. The Nigerian Society for the Blind is situated at the Blind Centre, Cappa, Oshodi, Lagos. The Centre was founded in 1955 with the objective of training and giving hope to visually-challenged adolescents and adults in Nigeria. Since 1955, the Centre has trained over 3,000 blind men and women to acquire skills in Braille reading, typewriting, handicrafts, telephone switchboard operation, tie and dye and various skills necessary for job placement in relevant industries or for self-employment. But there was a problem: the maximum capacity of students the Centre admits is 50. Therefore, our Centralised Operations Group identified a crucial need for the Centre to increase its capacity to accommodate at least 100 students per time. This guarantees that more visually impaired persons are properly positioned for more fulfilling lives.

As a result, COG commenced the ‘Heart for Eye Project in order to increase the boarding capacity of the Centre and also invest in some assistive technology items for the home. The project is being financed by generous donations from within and outside the Group and the tenures is put at a three-year partnership between Access Bank and the Nigerian Society for the Blind. Thus far, and still counting, COG’s contributions have included:

- Four 4-bed hotels for 40 people
- Equipped the room with beds, mattresses for 40 students.
- Roof and some interior finishing with paints.

**Employee volunteering inputs**

<table>
<thead>
<tr>
<th>Programme/Initiative</th>
<th>Cash</th>
<th>Time</th>
<th>Inputs</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Community Focus Area</strong></td>
<td><strong>01. Activity Name</strong></td>
<td><strong>02. Value Of Cash Contributions (Naira)</strong></td>
<td><strong>03. Total Hours Volunteered in Company Time</strong></td>
</tr>
<tr>
<td><strong>Education</strong></td>
<td>Support towards Muhammad Foundation’s 2014 Education for Leadership &amp; Sustainable Development Conference</td>
<td>5,000,000</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td>Support for School of Entrepreneurship</td>
<td>500,000</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td>Support towards CIHI Millennium Building Project</td>
<td>1,000,000</td>
<td>20</td>
</tr>
<tr>
<td></td>
<td>Infrastructure-upgrade (Provision of chairs, flat screen televisions, and construction of an entrance) for the General Infrastructure upgrade (Provision of chairs, flat screen televisions, and construction of an entrance) for the General Hospital, Kaduna.</td>
<td>500,000</td>
<td>20</td>
</tr>
<tr>
<td></td>
<td>Save a Life Project (Corrective Surgery for Kids)</td>
<td>2,500,000</td>
<td>20</td>
</tr>
<tr>
<td></td>
<td>Sponsorship of Friends Africa on World Aids Day Novelty Arts &amp; Crafts Exhibition, and Documentary for Business Day Annual Giving Back Conference</td>
<td>10,000,000</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td>Support for Salvage Africa Building Project</td>
<td>1,000,000</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td>Support towards Chike Okoli Foundation</td>
<td>1,000,000</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td>Support for Centre for Youth Studies</td>
<td>3,000,000</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td>Support for the Women &amp; Girls Summit 2014</td>
<td>5,000,000</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td>Support for the International Short Film Festival</td>
<td>5,000,000</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td>Saving One Million Lives Project</td>
<td>80,000,000</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td>Support for the Women &amp; Girls Summit 2014</td>
<td>5,000,000</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td>Support for the International Short Film Festival</td>
<td>5,000,000</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td>Saving One Million Lives Project</td>
<td>80,000,000</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td>Outreach Children’s Helping Children Breathe Project</td>
<td>500,000</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td>Role of Women in Emerging African Democracies 2014</td>
<td>2,000,000</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td>Business Day Annual Giving Back Conference</td>
<td>2,000,000</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td>Sponsorship of Two Adolescents living with HIV/AIDS to the 20th International AIDS Day Conference in Melbourne, Australia</td>
<td>1,397,445</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td>Orphans and Vulnerable Children Secure Future Programme</td>
<td>2,000,000</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td>Africa Leadership Initiative West Africa</td>
<td>155,000,000</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td>Nigerian Conservation Foundation Walk for Life</td>
<td>2,000,000</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td>Nigerian Conservation Foundation Walk for Life</td>
<td>2,000,000</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td>CSR for Eniong Community</td>
<td>259,000</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td>Christopher Kolade Musical Excellence Awards</td>
<td>2,000,000</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td>UNICEF Charity Shield</td>
<td>10,000,000</td>
<td>0</td>
</tr>
</tbody>
</table>

**Total** | 299,674,595 | 2,937.00 | 3,257,016.15 | 299,931,611.15 |
Closing the Digital Divide

One wonders what could happen when lots of time, effort and a total sum of N2,270,000 is expended on an initiative aimed at providing children in Gbara Community School, Lagos State with access to information and resources on Information and Communication Technology (ICT). This project, tagged Closing the Digital Divide, was initiated and executed by Access Bank’s employee volunteers in the Bank’s Information Technology Department.

The team provided the school and its students with the following:
- Twenty (20) units of complete personal computer systems,
- Uninterruptible power supply (UPS)
- One year Internet connection between PCs – Swift 4G
- Acer Projector
- HP printer
- Furniture

Without doubt, the initiative afforded the students the advantage of computer and internet resources as students in the most affluent areas of the Nigerian society.

Closing the Digital Divide

Since the launch of the Universal Basic Education Act of 2004 in Nigeria, much has been achieved to reconstruct dilapidated school buildings around the country. Many new ones have also been constructed since then, with other basic facilities provided. However, the United Nation’s goal to achieve universal primary education is lagging behind in many states across Nigeria. Against this backdrop, Access Bank’s Personal Banking Division sought to deliver some of the Bank’s social responsibility aspirations, by contributing to the well being, development and education of children in need, especially the deprived, abused and homeless. As such, the Division identified Child Life Line (CLL), a non-profit charitable organisation, as a partner for the purpose of delivering a positive impact in the lives of the students. The objective is to promote the care, well-being and development of children in need, especially the deprived, abused, destitute and homeless. Based in Lagos, CLL impacts lives from around Nigeria. In 2004, CLL was founded by volunteer doctors and nurses to support schools, hospitals, and families.

The Division also carried out the following trainings sessions for the children at CLL:
- Personal hygiene and protection awareness
- Financial literacy and saving culture
- Personal values and brand
- Promoting child and family well-being
- Politics and people governance
- Family values
- Choosing the right career path
- Feedback received from CLL’s administration and the children demonstrated that the training was very impactful.

Taking a cue from our Bank-wide drive to give back to our surrounding communities through good corporate citizenship, our employees in the Corporate Counsel Group/Company Secretariat decided in 2014 to add value to the students of Pacelli School for the Blind and Partially Sighted Children. The approach was simple, “we approached the administration of the Pacelli School in aid to understand the present needs of the school.” Said an employee volunteer in the Bank’s Corporate Counsel Group. He continued, “thus, we were able to determine how best to be of assistance.”

The school is a non-governmental and non-fee paying institution under the proprietorship of the Catholic Archdiocese of Lagos. Pacelli was founded in June 1962 following an approval granted by the Nigerian government for the establishment of a special school for the education of the visually challenged. The school accommodates about 130 students drawn from across the nation. “As computer skills are becoming a fundamental part of education,” the volunteer stated, “we found that it would make a lot of sense if some laptops are provided to complement other electronic learning tools and accessories which the school already possesses” such as screen readers, text-to-speech software, and scanners. As a result, the Bank’s employee volunteers in the Corporate Counsel Group/Company Secretariat provided the following items to the school:
- Two (2) Laptop computers,
- One (1) Internet Modem, and Six month Internet subscription to afford students the opportunity to interact with the global community and also source for information which may not be readily available around them. Serving with Passion for 2014, the theme of the employee volunteering scheme for the Bank’s Financial Control Group was centered on impacting vulnerable children. The Group also made efforts to raise awareness in surrounding communities about vulnerable children, whilst reinforcing their role in the sustenance of Nigeria and Africa’s future.

In order to achieve their volunteering objectives for the year, the Group partnered three institutions, namely:
- Children’s Developmental Centre
- Atanda Olu School
- Down’s Syndrome Foundation of Nigeria

Taking a cue from our Bank-wide drive to give back to our surrounding communities through good corporate citizenship, our employees in the Corporate Counsel Group/Company Secretariat decided in 2014 to add value to the students of Pacelli School for the Blind and Partially Sighted Children. The approach was simple, “we approached the administration of the Pacelli School in aid to understand the present needs of the school.” Said an employee volunteer in the Bank’s Corporate Counsel Group. He continued, “thus, we were able to determine how best to be of assistance.”

The school is a non-governmental and non-fee paying institution under the proprietorship of the Catholic Archdiocese of Lagos. Pacelli was founded in June 1962 following an approval granted by the Nigerian government for the establishment of a special school for the education of the visually challenged. The school accommodates about 130 students drawn from across the nation. “As computer skills are becoming a fundamental part of education,” the volunteer stated, “we found that it would make a lot of sense if some laptops are provided to complement other electronic learning tools and accessories which the school already possesses” such as screen readers, text-to-speech software, and scanners. As a result, the Bank’s employee volunteers in the Corporate Counsel Group/Company Secretariat provided the following items to the school:
- Two (2) Laptop computers,
- One (1) Internet Modem, and Six month Internet subscription to afford students the opportunity to interact with the global community and also source for information which may not be readily available around them. Serving with Passion for 2014, the theme of the employee volunteering scheme for the Bank’s Financial Control Group was centered on impacting vulnerable children. The Group also made efforts to raise awareness in surrounding communities about vulnerable children, whilst reinforcing their role in the sustenance of Nigeria and Africa’s future.

In order to achieve their volunteering objectives for the year, the Group partnered three institutions, namely:
- Children’s Developmental Centre
- Atanda Olu School
- Down’s Syndrome Foundation of Nigeria

The Group also organised a Charity Bake Sale/ Meet-the-Stars event which featured the following:
- Sumptuous goodies baked by the Financial Control and Strategy Group
- Selfies taken with notable celebrities
- Obinna Nwosu, the Group Deputy Managing Director of Access Bank, being the guest of honour
- Raffle tickets where winners won dates with celebrities

A total of forty children and young adults attended the event which was held at the Access Bank Head Office on December 12, 2014.

**Table 21: Partner organizations and activities included in serving with passion**

<table>
<thead>
<tr>
<th>Partner Organisation</th>
<th>Activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Children’s Developmental Centre</td>
<td>Charity Walk</td>
</tr>
<tr>
<td>Children’s Developmental Centre</td>
<td>Contribution to Therapy Pool Facility</td>
</tr>
<tr>
<td>Down’s Syndrome Foundation of Nigeria</td>
<td>Charity Walk</td>
</tr>
<tr>
<td>Down’s Syndrome Foundation of Nigeria</td>
<td>Sponsorship of Heart Surgery</td>
</tr>
<tr>
<td>Atanda Olu School</td>
<td>Building and Furnishing the Infant Section of the school</td>
</tr>
<tr>
<td>Atanda Olu School</td>
<td>Provision of Borehole</td>
</tr>
</tbody>
</table>
**GENERAL STANDARD DISCLOSURES**

**STRA TEGY AND ANALYSIS**

<table>
<thead>
<tr>
<th>G4-Indicators and DMA</th>
<th>Description Of Disclosure</th>
<th>Report Reference</th>
<th>Pg Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>G4-1</td>
<td>Statement from the most senior decisionmaker of the organization about the relevance of sustainability to the organization and the organization’s sustainability strategy.</td>
<td>Chairman’s Statement</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Group Managing Director/CEO’s Statement</td>
<td></td>
<td>8</td>
</tr>
<tr>
<td>G4-3</td>
<td>Name of the organization</td>
<td>Access Bank (Cover page)</td>
<td>Cover page</td>
</tr>
<tr>
<td>G4-4</td>
<td>Primary brands, products, and services</td>
<td>Our brand and Markets</td>
<td>14</td>
</tr>
<tr>
<td>G4-5</td>
<td>Location of the organization’s headquarters</td>
<td>Nature of ownership and legal form</td>
<td>13</td>
</tr>
<tr>
<td>G4-6</td>
<td>Number of countries where the organization operates, and names of countries where either the organization has significant operations or that are specifically relevant to the sustainability topics covered in the report</td>
<td>Nature of ownership and legal form</td>
<td>13</td>
</tr>
<tr>
<td>G4-7</td>
<td>Nature of ownership and legal form</td>
<td>Nature of ownership and legal form</td>
<td>13</td>
</tr>
<tr>
<td>G4-8</td>
<td>Markets served (including geographic breakdown, sectors served, and types of customers and beneficiaries)</td>
<td>Our brand and Markets</td>
<td>14</td>
</tr>
<tr>
<td>G4-9</td>
<td>Scale of the organization</td>
<td>Nature of ownership and legal form</td>
<td>13</td>
</tr>
<tr>
<td>G4-10</td>
<td>Employee and workforce composition</td>
<td>Nature of ownership and legal form</td>
<td>13</td>
</tr>
<tr>
<td></td>
<td>Responsible employment (equal opportunities employment)</td>
<td></td>
<td>49</td>
</tr>
<tr>
<td>G4-11</td>
<td>Percentage of total employees covered by collective bargaining agreements</td>
<td>Table 8: Bank-wide updates on the United Nations Global Compact (UNGC): Labour</td>
<td>39</td>
</tr>
<tr>
<td>G4-12</td>
<td>Description of supply chain</td>
<td>Supply chain</td>
<td>15</td>
</tr>
<tr>
<td>G4-13</td>
<td>Significant changes during the reporting period regarding the organization’s size, structure, ownership, or supply chain.</td>
<td>Financial Performance and Socio-Economic Benefits</td>
<td>11</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Nature of ownership and legal form</td>
<td>13</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Supply chain</td>
<td>15</td>
</tr>
<tr>
<td>G4-14</td>
<td>Whether and how the precautionary approach or principle is being addressed</td>
<td>Table 16: Progress on our collaborative partnerships: United Nations Environment Programme – Finance Initiative (UNEP-FI)</td>
<td>29</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Table 8: Bank-wide updates on the United Nations Global Compact (UNGC): Environment</td>
<td>38</td>
</tr>
<tr>
<td>G4-15</td>
<td>Externally developed economic, environmental and social charters, principles, or other initiatives subscribed to or endorsed</td>
<td>Adoption of Local and International Best Practices for Sustainable Development</td>
<td>28</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Women’s Empowerment Principles</td>
<td>51</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Progress on the Nigeria Sustainable Banking/Principles</td>
<td>54</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Progress on the United Nations Global Compact (UNGC)</td>
<td>38</td>
</tr>
</tbody>
</table>
### G4 Indicators and DMA Description Of Disclosure Report Reference Pg Number

**G4-ECB**
- **Significant indirect economic impacts, including the extent of impacts**
  - Local sourcing 65
  - Community Development and Investment Projects 70-77
  - The West Africa Trade and Commodity Finance Conference 67-68
  - Power Breakfast for Small & Medium Scale Entrepreneurs 68
  - WeConnect Global Certification Capacity Development Workshop 69
  - Employee Volunteering Scheme 77-81

**Material aspect: environmental**

**G4-EN6**
- **Reduction of energy consumption**
  - Energy and Greenhouse Emissions 61-62

**Material aspect: water**

**G4-EN9**
- **Water sources significantly affected by withdrawal of water**
  - Water 62

**Material aspect: emissions**

**G4-EN19**
- **Reduction of GHG emissions**
  - Energy and greenhouse emissions 61-62

**Material aspect: products and services**

**G4-EN32**
- **Percentage of new suppliers that were screened using environmental criteria**
  - Environmental and Social Due Diligence 65

**Material aspect: compliance**

**G4-EN34**
- **Number of grievances about environmental impacts filed, addressed, and resolved through formal grievance mechanisms**
  - Environmental and Social Due Diligence 65

### G4 Indicators and DMA Description Of Disclosure Report Reference Pg Number

**Material aspect: supplier environmental assessment**

**G4-OMA**
- **Disclosure on Management Approach**
  - Vendor selection process 64

**Material aspect: environmental grievance mechanisms**

**G4-OMA**
- **Disclosure on Management Approach**
  - Cushioning the Environmental (and Social) Impact of our Financial Products, Services and Activities 62-63

**Category: social**

**Sub-category: labor practices and decent work**

**Material aspect: employment**

**G4-OMA**
- **Disclosure on Management Approach**
  - Responsible employment (equal opportunities employment) 49

**G4-LA3**
- **Return to work and retention rates after parental leave, by gender**
  - Table 15: Bank-wide updates on the Women’s Empowerment Principles (table): Treat all women and men fairly at work 51

**G4-LA9**
- **Average hours of training per year per employee by gender, and by employee category**
  - Table 8: Bank-wide updates on the United Nations Global Compact (UNGC) Labour 38-39

**Material aspect: occupational health and safety**

**G4-OMA**
- **Disclosure on Management Approach**
  - Occupational Health and Safety 55

**G4-LA5**
- **Percentage of total workforce represented in formal joint management-worker health and safety committees that help monitor and advise on occupational health and safety programs**
  - Occupational Health and Safety 55

**Material aspect: training and education**

**G4-OMA**
- **Disclosure on Management Approach**
  - Training, education and capacity building 55

**G4-LA9**
- **Average hours of training per year per employee by gender, and by employee category**
  - Training, education and capacity building 56

**G4-LA10**
- **Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings**
  - Training, education and capacity building 55-59
### Material aspect: Diversity and equal opportunity

<table>
<thead>
<tr>
<th>G4 Indicators and DMA</th>
<th>Description of Disclosure</th>
<th>Report Reference</th>
<th>Pg Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>G4-DMA</td>
<td>Disclosure on Management Approach Responsible employment (equal opportunities employment)</td>
<td></td>
<td>49</td>
</tr>
<tr>
<td>G4-LA12</td>
<td>Composition of governance bodies and breakdown of employees per employee category according to gender, age group, minority group membership, and other indicators of diversity Responsible employment (equal opportunities employment)</td>
<td></td>
<td>49</td>
</tr>
<tr>
<td></td>
<td>Non-discrimination and physical disability Women: Empowerment: Women on board</td>
<td></td>
<td>49-50</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>50</td>
</tr>
</tbody>
</table>

### Material aspect: Supplier assessment for labour practices

<table>
<thead>
<tr>
<th>G4 Indicators and DMA</th>
<th>Description of Disclosure</th>
<th>Report Reference</th>
<th>Pg Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>G4-DMA</td>
<td>Disclosure on Management Approach Vendor selection process Environmental and Social Due Diligence</td>
<td></td>
<td>64</td>
</tr>
<tr>
<td>G4-LA14</td>
<td>Percentage of new suppliers that were screened using labor practices criteria Environmental and Social Due Diligence</td>
<td></td>
<td>63</td>
</tr>
</tbody>
</table>

### Material aspect: Labor practices grievance mechanisms

<table>
<thead>
<tr>
<th>G4 Indicators and DMA</th>
<th>Description of Disclosure</th>
<th>Report Reference</th>
<th>Pg Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>G4-DMA</td>
<td>Disclosure on Management Approach Ethics, Integrity and Whistleblowing</td>
<td></td>
<td>26-27</td>
</tr>
<tr>
<td>G4-LA16</td>
<td>Number of grievances about labor practices filed, addressed, and resolved through formal grievance mechanisms Employees: our people and our culture</td>
<td></td>
<td>49</td>
</tr>
</tbody>
</table>

### Sub-category: Human rights

<table>
<thead>
<tr>
<th>G4 Indicators and DMA</th>
<th>Description of Disclosure</th>
<th>Report Reference</th>
<th>Pg Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>G4-DMA</td>
<td>Disclosure on Management Approach Table 6: Progress on our collaborative partnerships: United Nations Principles for Responsible Investment (UNPRI)</td>
<td></td>
<td>30-31</td>
</tr>
<tr>
<td>G4-HR1</td>
<td>Total number and percentage of significant investment agreements and contracts that include human rights clauses or that underwent human rights screening Table 6: Progress on our collaborative partnerships: United Nations Principles for Responsible Investment (UNPRI)</td>
<td></td>
<td>30-31</td>
</tr>
</tbody>
</table>

### Material aspect: Non-discrimination

<table>
<thead>
<tr>
<th>G4 Indicators and DMA</th>
<th>Description of Disclosure</th>
<th>Report Reference</th>
<th>Pg Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>G4-DMA</td>
<td>Disclosure on Management Approach Responsible employment (equal opportunities employment)</td>
<td></td>
<td>49</td>
</tr>
<tr>
<td></td>
<td>Non-discrimination and physical disability Women: Empowerment: Women on board</td>
<td></td>
<td>50</td>
</tr>
</tbody>
</table>

### Material aspect: Local communities

<table>
<thead>
<tr>
<th>G4 Indicators and DMA</th>
<th>Description of Disclosure</th>
<th>Report Reference</th>
<th>Pg Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>G4-DMA</td>
<td>Disclosure on Management Approach Communities and the wider society Employee: Volunteering Scheme</td>
<td></td>
<td>66</td>
</tr>
<tr>
<td>G4-SO2</td>
<td>Operations with significant actual and potential negative impacts on local communities Communities and the wider society Employee: Volunteering Scheme</td>
<td></td>
<td>66-67</td>
</tr>
</tbody>
</table>

---

**Table 7: Bank-wide updates on the Nigeria Sustainable Banking Principles: Principle 3: Human Rights: We will respect human rights in our Business Operations and Activities**

<table>
<thead>
<tr>
<th>G4 Indicators and DMA</th>
<th>Description of Disclosure</th>
<th>Report Reference</th>
<th>Pg Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>G4-DMA</td>
<td>Disclosure on Management Approach Table 7: Bank-wide updates on the Nigeria Sustainable Banking Principles: Principle 3: Human Rights: We will respect human rights in our Business Operations and Activities</td>
<td></td>
<td>35</td>
</tr>
<tr>
<td>G4-HR7</td>
<td>Percentage of security personnel trained in the organization’s human rights policies or procedures that are relevant to operations Table 7: Bank-wide updates on the Nigeria Sustainable Banking Principles: Principle 3: Human Rights: We will respect human rights in our Business Operations and Activities</td>
<td></td>
<td>49-50</td>
</tr>
</tbody>
</table>

### Material aspect: Supplier human rights assessment

<table>
<thead>
<tr>
<th>G4 Indicators and DMA</th>
<th>Description of Disclosure</th>
<th>Report Reference</th>
<th>Pg Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>G4-DMA</td>
<td>Disclosure on Management Approach Vendor selection process Environmental and Social Due Diligence</td>
<td></td>
<td>64</td>
</tr>
<tr>
<td>G4-HR10</td>
<td>Percentage of new suppliers that were screened using labor practices criteria Environmental and Social Due Diligence</td>
<td></td>
<td>65</td>
</tr>
</tbody>
</table>

### Material aspect: Human rights grievance mechanisms

<table>
<thead>
<tr>
<th>G4 Indicators and DMA</th>
<th>Description of Disclosure</th>
<th>Report Reference</th>
<th>Pg Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>G4-DMA</td>
<td>Disclosure on Management Approach Ethics, Integrity and Whistleblowing</td>
<td></td>
<td>26-27</td>
</tr>
<tr>
<td>G4-HR11</td>
<td>Number of grievances about human rights impacts filed, addressed, and resolved through formal grievance mechanisms Table 8: Bank-wide updates on the United Nations Global Compact (UNGC): Human rights</td>
<td></td>
<td>38-39</td>
</tr>
<tr>
<td>G4-HR12</td>
<td>Number of grievances about human rights impacts filed, addressed, and resolved through formal grievance mechanisms Table 7: Bank-wide updates on the Nigeria Sustainable Banking Principles: Principle 3: Human Rights: We will respect human rights in our Business Operations and Activities</td>
<td></td>
<td>35</td>
</tr>
</tbody>
</table>

### Sub-category: Society

<table>
<thead>
<tr>
<th>G4 Indicators and DMA</th>
<th>Description of Disclosure</th>
<th>Report Reference</th>
<th>Pg Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>G4-DMA</td>
<td>Disclosure on Management Approach Communities and the wider society Employee: Volunteering Scheme</td>
<td></td>
<td>66</td>
</tr>
<tr>
<td>G4-SO2</td>
<td>Operations with significant actual and potential negative impacts on local communities Communities and the wider society Employee: Volunteering Scheme</td>
<td></td>
<td>66-67</td>
</tr>
</tbody>
</table>
### G4 Indicators and DMA Description Of Disclosure Report Reference Pg Number

#### Material aspect: Diversity and equal opportunity

| G4-DMA | Disclosure on Management Approach | Table B: Bank-wide updates on the United Nations Global Compact (UNGC) Anti-corruption and Ethics, Integrity and Whistleblowing | 39 - 40 |
| G4-SO3 | Total number and percentage of operations assessed for risks related to corruption and the significant risks identified | Table B: Bank-wide updates on the United Nations Global Compact (UNGC) Anti-corruption | 39 - 40 |
| G4-SO4 | Communication and training on anti-corruption policies and procedures | Table B: Bank-wide updates on the United Nations Global Compact (UNGC) Anti-corruption | 39 - 40 |

#### Material aspect: Anti-competitive behavior

| G4-DMA | Disclosure on Management Approach | Table B: Bank-wide updates on the United Nations Global Compact (UNGC) Anti-corruption and Ethics, Integrity and Whistleblowing | 26 - 27 |
| G4-SO7 | Total number of legal actions for anti-competitive behavior, anti-trust, and monopoly practices and their outcomes | Table B: Bank-wide updates on the United Nations Global Compact (UNGC) Anti-corruption | 26 - 27 |

#### Material aspect: Compliance

| G4-DMA | Disclosure on Management Approach | Table 5: Stakeholder engagement approaches in 2014: regulatory compliance | 21 |
| G4-SO8 | Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations | Table 5: Stakeholder engagement approaches in 2014: regulatory compliance | 21 |

#### Material aspect: Supplier assessment for impacts on society

| G4-DMA | Disclosure on Management Approach | Vendor selection process | 64 |
| G4-SO9 | Percentage of new suppliers that were screened using criteria for impacts on society | Environmental and Social Due Diligence | 65 |

#### Material aspect: Grievance mechanisms for impacts on society

| G4-DMA | Disclosure on Management Approach | Ethics, Integrity and Whistleblowing | 26 - 27 |
| G4-SO11 | Number of grievances about impacts on society filed, addressed, and resolved through formal grievance mechanisms | Communities and the wider society | 66 |

---

### G4 Indicators and DMA Description Of Disclosure Report Reference Pg Number

#### Sub-category: Product responsibility

| Material aspect: Customer health and safety |
| G4-DMA | Disclosure on Management Approach | Customer Health and Safety | 46 |
| G4-PR2 | Total number of incidents of non-compliance with regulations and voluntary codes concerning the health and safety impacts of products and services during their life cycle, by type of outcomes | Customer Health and Safety | 46 |

| Material aspect: Marketing communications |
| G4-DMA | Disclosure on Management Approach | Trust, Responsiveness, Confidentiality and Sincerity to our Customers Responsible marketing | 47 |
| G4-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 | Trust, Responsiveness, Confidentiality and Sincerity to our Customers Responsible marketing | 47 |

#### Material aspect: Customer privacy

| G4-DMA | Disclosure on Management Approach | Trust, Responsiveness, Confidentiality and Sincerity to our Customers Responsible marketing | 47 |
| G4-PR8 | Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data | Trust, Responsiveness, Confidentiality and Sincerity to our Customers Responsible marketing | 47 |

#### Material aspect: Compliance

| G4-DMA | Disclosure on Management Approach | Responsible marketing | 47 |
| G4-PR9 | Monetary value of significant fines for non-compliance with laws and regulations concerning the provision and use of products and services | Responsible marketing | 47 |

#### Material aspect (financial services sector supplement): Audit

| G4-DMA | Disclosure on Management Approach: Coverage and frequency of audits to assess implementation of environmental and social policies and risk assessment procedures (former FS9) | Performance Monitoring, Audits and Evaluation | 27 - 28 |
2014 EMPLOYEE SURVEY

01. OBJECTIVES

The objectives of the 2014 employee satisfaction survey are:

- To measure the level of employee satisfaction in 2014 and understand the trend from 2012
- To obtain insight on how well the Group is doing on its people management practices
- To obtain insight into what motivates employees and what affects attrition level across the Group

02. PARTICIPATION RATE

The total number of employees that participated in the survey was 82%, which was higher than the planned level of 80%. The high participation is largely attributable to the leadership role played by Group Heads and Strategic Business Unit Heads.

CIBO

2.1 Participation Rate by Divisions

<table>
<thead>
<tr>
<th>Division</th>
<th>Participation Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>BBD</td>
<td>88%</td>
</tr>
<tr>
<td>CBD</td>
<td>86%</td>
</tr>
<tr>
<td>CIBO</td>
<td>84%</td>
</tr>
<tr>
<td>ERG</td>
<td>82%</td>
</tr>
<tr>
<td>PBD</td>
<td>80%</td>
</tr>
<tr>
<td>Ops &amp; IT</td>
<td>78%</td>
</tr>
<tr>
<td>CBD</td>
<td>76%</td>
</tr>
<tr>
<td>CIBO</td>
<td>74%</td>
</tr>
<tr>
<td>ERG</td>
<td>72%</td>
</tr>
<tr>
<td>PBD</td>
<td>70%</td>
</tr>
<tr>
<td>Ops &amp; IT</td>
<td>68%</td>
</tr>
</tbody>
</table>

03. EMPLOYEE SATISFACTION INDEX

The total number of employees that participated in the survey was 82%, which was higher than the planned level of 80%. The high participation is largely attributable to the leadership role played by Group Heads and Strategic Business Unit Heads.

Overall satisfaction level for Nigeria increased from 3.5 in 2013 to 4.0 in 2014. The increase can be attributed to the following:

1. Increase in Employee engagement activities – TGIF, celebration of staff who performed extra-ordinarily well, introduction of monthly happy hour, launch of the Access Recreational and Fitness Center.

<table>
<thead>
<tr>
<th>Year</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012</td>
<td>3.5</td>
<td>3.5</td>
<td>4</td>
</tr>
</tbody>
</table>
The Satisfaction index for employees in the 50 – 59 years age bracket remained constant. There was an increase in satisfaction index for employees in the 20 – 29 years, 30 – 39 years and 40 – 49 years age bracket. This is attributed to the following:

- The review in remuneration
- Most of the participants in this category were biased in participating because they assumed they could be identified.

Employee satisfaction index remained constant for officers and top management but increased for middle managers for the period under review. The increase is due to the career advancement opportunities within the Bank.

The satisfaction index increased for both male and female employees. The increase is due to:

- Increase in Employee engagement activities – introduction of monthly happy hour and the launch of the Access Recreational and Fitness Center.
- The increased activities of the Access Women Network which has helped female employees build a stronger network both professionally and socially, the launch of the W which shows the Bank’s willingness to empower Women.

The increase in the satisfaction Index increased for Key talents due to the overseas training opportunities made available to them and the recognition of their contribution to the Bank’s achievement.
04. CORE COMPETENCIES

The total number of employees that participated in the survey was 82%, which was higher than the planned level of 80%. The high participation is largely attributable to the leadership role played by Group Heads and Strategic Business Unit Heads.

4.1 Competencies with Satisfaction Indexes of 3.5 and Above

- Ethical Standards: 4.5
- Hardship: 4.0
- HR Management: 4.0
- Workplace Diversity: 3.5
- Safety & Working Environment: 3.5
- Open Opportunities: 3.5
- Senior/Top level Management: 3.0
- Co-Workers: 3.0

4.2 Competencies with Satisfaction Indexes below 3.5

- Job Security: 2.5
- Human Resource Function: 2.5
- Culture & Climate: 2.5
- Training Opportunities: 2.5
- Work/Life Balance: 2.5
- My Manager / Supervisor: 2.5
- Organizational Structure: 2.5
- Diversity in the Workplace: 2.5
- Leadership Role: 2.5
- Health & Safety: 2.5
- Work/Life Balance: 2.5
- My Relationship with Colleagues: 2.5
- My Relationship with Subordinates: 2.5
- Communication: 2.5
- Overall Benefits Package: 2.5
- Training: 2.5
- Communication: 2.5
- Organizational Structure: 2.5
- Culture & Climate: 2.5
- Workplace Diversity: 2.5
- Ethical Standards: 2.5
- Hardship: 2.5
- HR Management: 2.5
- Workplace Diversity: 2.5
- Safety & Working Environment: 2.5
- Open Opportunities: 2.5
- Senior/Top level Management: 2.5
- Co-Workers: 2.5

Culture and Climate

There has been an increase in the understanding and buy-in of the Access Way. However, there is still the need to significantly improve employees understanding across grades.

HR Function

There was a slight growth in this competency area. Employees believe that the HR function has improved and they are of the opinion that HR staff should be increased and given proper training to enable them champion employee issues.

JOINT STATEMENT OF COMMITMENT BY MEMBERS OF THE BANKERS COMMITTEE

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

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

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

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

1) An over-arching set of guidelines relating to:
   (a) direct impact on communities and the environment as a result of our own business operations; and
   (b) indirect impacts on communities and the environment as a result of our lending and investment activities;

2) A set of sector-specific guidelines, including as a first priority:
   (a) oil and gas;
   (b) power (with a focus on renewable energy); and
   (c) agriculture and related water resource issues;

3) A commitment to raising awareness and developing meaningful and lasting local capacity to manage emerging environmental and social risks and opportunities within our internal operations, as well as to relevant financial sector government agencies, learning institutions and service providers.

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

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


**The scope of our assurance engagement**

Access Bank engaged CSR-in-Action Consulting to provide independent assurance using the AA1000 Assurance Standard to comment on Access Bank’s adherence to the AA1000 standard. CSR-in-Action approaches providing AA1000 assurance using the principles of:

- **Inclusivity** - Access Bank’s approach to identifying and engaging stakeholders to gain a full picture of sustainability related challenges over the reporting period.
- **Materiality** - the criteria the bank has adopted to determine which issues were deemed relatively important to the Bank and stakeholders; and
- **Responsiveness** - how the Bank has responded to issues raised by key stakeholders in the development of the report.

Our assurance engagement is a Type 1 assurance as defined by the AA1000 Standard: we evaluated the extent of adherence to the AA1000AS principles of inclusivity, materiality and responsiveness; and provided assurance to ascertain the adherence to the Accountability principles. In assuring the behaviour of the organisation, we investigated the systems, structure and processes to arrive at our conclusions. For the 2014 sustainability report, we used disclosed information to relate the adherence with the assurance standard for the report development process.

Our conclusions are derived from a moderate level assurance: implying that we believe there is sufficient evidence to support the statement such that the risk of our conclusion being incorrect is reduced but not zero. Our conclusions are to the extent of this assurance statement, Access Bank is entirely responsible for the content of this report.

**Our opinions, conclusions and recommendations**

In our opinion, the report was developed through extensive stakeholder engagement, materiality was determined through a systematic and inclusive approach and the Bank has systems in place to effectively respond to issues raised by key stakeholders - all of which reflect adherence to the principles of AA1000 (2008). We conclude that Access Bank adheres with the principles of inclusivity, materiality and responsiveness as set out in the AA1000 Accountability Principles Standard (APS) (2008).

**Our comments and recommendations**

- **Inclusivity**
  - Stakeholder engagement has continued to mature in Access Bank as demonstrated through a clear rationale for engagement of stakeholders across board. We note that Access Bank has established processes and the required resources to effectively engage its key stakeholders
  - Engagement with stakeholders has taken place extensively at home and in the subsidiaries throughout the year. We note that Access Bank has made conscious efforts to include its subsidiaries in a broad approach to inclusive stakeholder engagement, a conscious improvement based on recommendations made in our assurance statement from a recent sustainability report.

- **Materiality**
  - Progress on the Nigerian Sustainability Banking Principles (NSBP) shows that industry-wide sustainability is material to Access Bank’s sustainability aspirations. Access Bank’s consistent adoption of global voluntary sustainability performance frameworks such as the Equator Principles and institutionalizing the IFC sustainability performance criteria reveal Access Bank’s global sustainability ambitions consistent with its strategic aspirations, to be the World’s most respected African Bank.
  - Engagement with stakeholders has taken place across the group and subsidiaries. For an increasingly growing bank, it is suggested that Access Bank adopt innovative approaches in presenting its materiality matrix. The 2014 sustainability report features a materiality matrix which is compacted with material issues. Future reports can benefit from a materiality matrix which is separated based on the dimensions of sustainability, geographical location or function across the bank.

- **Responsivity**
  - We note that owing to Access Bank’s ambition to be the World’s most respected African Bank, the bank has set very high standards for its non-financial performance. Ultimately, the bank works to respond to stakeholder related issues by setting industry standards and exceeding regulatory performance both at home and abroad. Access Bank’s new compliance and risk management initiative focused on Killing the Price of Non-Compliance (PONC) offers interesting opportunities for improved risk management and sustainability performance for the bank.
  - Access Bank has made considerable efforts to communicate its responses on sustainability related issues to stakeholders. The report appears to have been written to be more appealing to a broad group of stakeholders. We note that this is a conscious attempt to respond to stakeholder requests for a more reader-friendly sustainability report.

**Our Methodology**

CSR-in-Action carried out Type 1 assurance on Access Bank in accordance with the AS1000AS requirements which expects us to report on the nature and extent of adherence to AA1000APS. Our assurance engagement with Access Bank was commissioned on 14th October 2015 and spanned a period of 2 months. A team of three, led by the Executive Director, were directly involved in the assurance process. The Executive Director provided supervisory oversight for the engagement and commentary process. To form our conclusions, our engagement with Access involved but was not limited to the following procedures:

- Analysed the stakeholder identification and engagement process directly related to the report development process on a non-statistical basis including review of a sample of engagements and the outcomes of engagement.
- Our approach involved interviews with key managerial staff including Head of Sustainability, Facilities, Compliance, and Communications and External Relations.
- Reviewed the process through which material issues for the report were identified and determined for the 2014 sustainability report. This involved a review of documented activities, policies and reports resulting from the bank’s operations during the reporting period.
- Reviewed the content of the report in relation to the findings from our assurance engagement and provided recommendations for improvement.

CSR-in-Action has not been responsible for the preparation of the report; rather has our engagement extended to a complete audit of the report development process for Access Bank. Our responsibility is to express independently a conclusion of the 2014 Sustainability Report and provide commentary on the non-financial performance of Access Bank as agreed between Access Bank and CSR-in-Action. Our responsibility for the conclusions formed within the statement are to Access Bank only.