

ACCESS BANK FINANCING THE FUTURE



CONTENTS

04	Introduction / highlights	32	Progress on the Nigeria Sustainable banking principles (NSBP)
04	Executive summary	36	Progress on the United Nations Global Impact (UNGC)
05	About this report	40	Service to our customers, clients and markets
06	Chairman's statement	41	Customer Engagement
07	Group Managing Director/CEO's statement	44	Responsiveness to our customers' needs
08	Key Performance	50	Employees: Our people and our culture
09	Awards and recognitions	52	Women's empowerment principles
11	Our Business	55	Employee engagement
13	Shareholder's Engagement	62	Environmental Stewardship
13	Significant Changes	64	Our supply chain relationship
14	Corporate Philosophy	66	Communities and wider societies
15	Our Approach (Supply Chain)	73	Employee volunteering scheme
16	Stakeholder's Engagement in 2014	75	'We Care' Programme
17	Employees	76	Supplementary Information
17	Customers	77	General standard disclosures
21	Materiality	87	2014 Employee Survey
23	Corporate Governance	91	Contact Us
24	Performance, Monitoring, Audits & Evaluation		
25	Strategy: Our Business		
26	Responsible Business		
27	Adoption of Local and International best practices		

TABLES

10	Table 1: Economic Value Generated, Distributed and Retained	51	Table 12: Employee composition by gender
13	Table 3: Bank's total capitalisation	51	Table 13: Gender distribution of top management employees
15	Table 4: Summary of our approach to sustainability	52	Table 14: Gender distribution of the Board of Directors
16	Table 5: Stakeholder engagement approaches in 2014	58	Table 16: Training programmes for risk management staff in 2014
33	Table 7: Bank-wide updates on the Nigeria Sustainable Banking Principles	59	Table 17: Capacity building events for customer-facing employees
37	Table 8: Bank-wide updates on the United Nations Global Compact (UNGC)	61	Table 18: 2014 CEO awards: categories and awardees
42	Table 9: Survey results: customer satisfaction with service channels	64	Table 19: Supplier assessment/rating criteria
43	Table 10: Survey results: customer satisfaction with retail products	69	Table 20: Community development and investment projects (Bank and employee volunteers)
43	Table 11: Survey results: customer satisfaction with quality of staff	75	Table 21: Partner organisations and activities included in Serving with Passion

FIGURES

13	Figure 1: Composition of Bank's capitalisation	55	Figure 8: Employee satisfaction by level
22	Figure 3: Materiality matrix	55	Figure 9: Employee satisfaction by gender
42	Figure 4: Customer satisfaction with service channels	56	Figure 10: Employee satisfaction by age
43	Figure 5: Customer satisfaction with retail products	56	Figure 11: Employee satisfaction with Bank's core competencies
43	Figure 6: Customer satisfaction with quality of staff	57	Figure 12: Number of Employees Trained at the School of Banking Excellence (2012 - 2014)
55	Figure 7: Overall satisfaction among employees	57	Figure 13: Summary of Bank-wide training in 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 fulfil this role; taking decisions which, in the long term, are positive for our customers, shareholders, employees and the communities in which we operate is, similarly, crucial. 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 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.

SPEED

SERVICE

SECURITY

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. In developing this report, we have made use of relevant and applicable international sustainability standards and guidelines, particularly the AA1000 Assurance Standards, and the Global Reporting Initiative (GRI) Sustainability Reporting Guidelines. And, for the first time, we have prepared this sustainability report in accordance with the GRI G4 Sustainability Reporting Guidelines – core option. Additionally, Corporate Citizenship has provided an independent third party assurance for the report. For more information, please see Corporate Citizenship Assurance Statement on page XYZ.



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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 reduce 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 in which we live is a vital part of this service.

Sustainability is of great importance to our business and is based on developing business practices that are not only financially viable and socially relevant, but also environmentally responsible. As a direct result of this, our sustainability ambition reaches far beyond legal or compliance obligations; we are committed to enshrining principles that make for a better future for our business and stakeholders

by providing responsible banking services, protecting the environment, managing our human assets, and engaging with our communities. In 2014, we made significant progress in bringing our commitment to life. We continually embed sustainability in every aspect of our activity. We are grateful for the efforts of our staff during the year, and we are proud of what they have achieved.

Access Bank employees devoted around 140,000 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 fulfil 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 a balance 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 it, our goal is to build and maintain a business which is profitable yet sustainable in the long term. Our strategic approach guides where and how we seek to drive value as a 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 become 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 note the several developmental 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 managing 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, PaywithCapture (a payment solution that has helped 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 W, 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 united by a shared commitment to lead 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 live by 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

KEY PERFORMANCE

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 entrenching sustainability across every aspect of the business to meet the dynamic needs of our stakeholders – employees, customers, community, investors, suppliers and regulators.



AWARDS & RECOGNITION



July 2015	July 2015	May 2015	December 2014
<p>"GBCHealth Leadership in Sustainability Award"</p> <p>Access Bank emerged winner of the GBCHealth Leadership in Sustainability Award. This award recognizes the Bank as a leader in sustainability in Nigeria, and broadly Africa.</p>	<p>"EuroMoney Best Flow House Award"</p> <p>In the 2015 Euromoney Awards for Excellence, Access Bank emerged as the winner of the Best Flow House in Africa award. The Bank was recognised 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.</p>	<p>"Most Socially Responsible Bank, Nigeria"</p> <p>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.</p>	<p>"Centre for Environmental Management and Control (CEMAC) Sustainability Awards"</p> <p>The University of Nigeria, Nsukka (UNN) awarded the Bank for its selfless efforts and hard work in sustainable development within the country.</p>

December 2014	November 2014	October 2014	September 2014
<p>"International Short Film Festival Corporate Social Responsibility Award"</p> <p>Access Bank has a long tradition of support and development of the Arts and youth over the years. In line with this, the Bank emerged winner of the InShort Corporate Social Responsibility award.</p>	<p>"Best Company in Sustainability reporting"</p> <p>Access Bank was adjudged best company in sustainability reporting at the Social Enterprise Report Awards (SERAs) having being the first and only Nigerian bank to have consecutively published its sustainability disclosures over the past seven years.</p>	<p>"Best Customer Service Company Award"</p> <p>This award recognises companies that deliver effective and exceptional customer service in Nigeria. Access Bank emerged winner of the Best Customer Service Company in Nigeria at the Nigerian Customer Service Awards.</p>	<p>"Most Sustainable Bank, Nigeria"</p> <p>Our Bank was officially announced as the Most Sustainable Bank in Nigeria by World Finance, United Kingdom. The award is a testament of our leadership in the sustainability space in Nigeria and Africa at large.</p>

July 2014	April 2014	March 2014
<p>"Socially Responsible Lender of the Year"</p> <p>Access Bank emerged winner of the most socially responsible Bank of the year at the Business Day Annual Banking Awards.</p>	<p>"Best Nigerian Company in Corporate Citizenship"</p> <p>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.</p>	<p>"Credit card product of the year"</p> <p>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.</p> <p>Having made various direct contributions to the economy by providing employment to many; ethical and transparent tax returns to the government and deep-pocket 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.</p>



ECONOMIC PERFORMANCE

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

Categories of Economic Value		2014	2013	2012
Direct economic value generated	Revenues	245,217,569	206,891,219	208,308,873
Economic value distributed	Operating costs	152,824,294	122,802,371	121,008,955
	Employee wages and benefits	31,293,540	31,081,954	33,683,156
	Payments to providers of capital	22,483,662	28,270,022	16,683,567
	Payments to government (by country)	8,958,810	7,498,759	1,695,343
	Community investments and charitable donations	388,832	391,000	173,229
Economic value retained		29,268,431	16,847,113	35,064,623

KEY PERFORMANCE

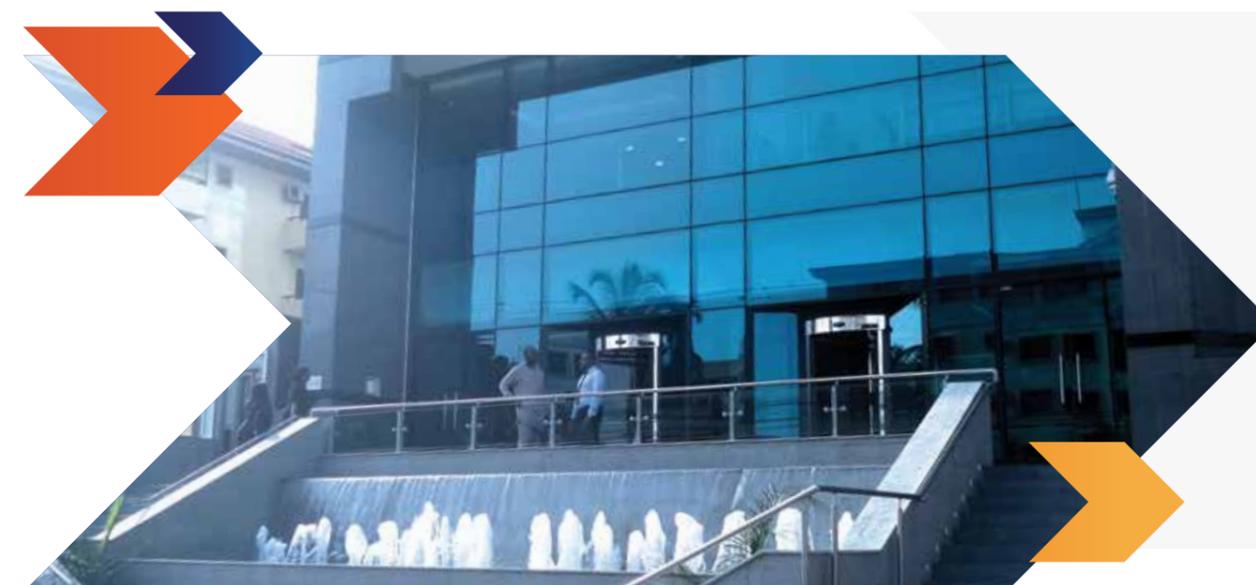
TABLE 1: ECONOMIC VALUE GENERATED, DISTRIBUTED AND RETAINED

Categories of Economic Value		2012 ('000 Naira)	2013 ('000 Naira)	2014 ('000 Naira)
Direct economic value generated	Revenues	208,308,873	206,891,219	245,217,569
Economic value distributed	Operating costs	121,008,955	122,802,371	152,824,294
	Employee wages and benefits	33,683,156	31,081,954	31,293,540
	Payments to providers of capital	16,683,567	28,270,022	22,483,662
	Payments to government (by country)	1,695,343	7,498,759	8,958,810
	Community investments and charitable donations	173,229,020	391,000,000	388,832,257
Economic value retained		35,064,623	16,847,113	29,268,431

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 undertake a robust review of our sustainability and corporate social responsibility strategy in 2014. Nevertheless, as always, our sustainability strides remain big and strong and in view of our reviewed sustainability strategy, Access Bank is poised to stand out remarkably and positively in financing the future for all our stakeholders.

"PRIMARILY ON HEALTH, ARTS, SPORTS, EDUCATION, AND THE ENVIRONMENT"

OUR BUSINESS



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, resources and capabilities, 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 functions while providing strategic direction to the Bank in balance 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 governance framework.

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 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 critique management's execution of strategy.

KEY PERFORMANCE

The Bank'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 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. 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 qualities 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 Folawiyi, 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 Chiejina, Oritsedere Otubu and Mrs. Anthonia Kemi

Ogunmefun retired at the Bank's 25th Annual General Meeting held on April 30, 2014 and being eligible were duly re-elected by shareholders. The shareholders also elected Dr. (Mrs.) Ajoritsedere Awosika, Mr. Paul Usoro, Mr. Obinna Nwosu, Mrs. Ojinika Olaghere, Mr. Roosevelt Ogbonna, Mr. Elias Igbinakenzua and Mrs. Titi Osuntoki. The appointments had earlier been approved by the CBN. Pursuant to the provisions of the Article of Association, Dr. Mahmoud Isa-Dutse, Mrs. Mosun Belo-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.



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

Shareholders Engagement

The Board recognises the importance of ensuring the flow of complete, adequate and timely information to shareholders to enable them make informed decisions. The Group is committed to maintaining high standards of corporate disclosure. Shareholders meetings are convened and held in an open manner in line with the Bank's Articles of Association and existing statutory and regulatory regimes, for the purpose of deliberating on issues affecting the Bank's strategic direction.

The Annual General Meeting is a medium for promoting interaction between the board, management and shareholders. Attendance at the Annual General Meeting is open to shareholders or their proxies, while proceedings at such meetings are usually monitored by members of the press, representatives of the Nigerian Stock Exchange, the Central Bank of Nigeria and the Securities and Exchange Commission.

The Board ensures that shareholders are provided with adequate notice of meetings. An Extraordinary General Meeting may also be convened at the request of the Board or shareholders holding not less than 10% of the Bank's Paid-up Capital.

The Group has a dedicated Investors Relations Unit, which focuses on facilitating communication with shareholders and analysts on a regular basis and addressing their queries and concerns. Investors and stakeholders frequently are provided with information about the Bank through various channels, including Quarterly Investors Conference Calls, the General Meeting, the website, the Annual Reports and Accounts, the Sustainability

Report, Non-Deal Roadshows and the Investors Forum at the Stock Exchange.

The Bank has a robust Investors Communication and Disclosure Policy. As provided in the policy, the Board and management ensure that communication with the investing public about the Bank and its subsidiaries is timely, factual broadly disseminated and accurate in accordance with all applicable legal and regulatory requirements.

The Bank's reports and communication to shareholders and other stakeholders are in plain, readable and understandable format. The Bank's website www.accessbankplc.com is regularly updated with both financial and non-financial information.

The details of the Investors' Communication and Disclosure Policy are available at the Investor Portal on the Bank's website. The Board ensures that shareholders' statutory and general rights are protected at all times, particularly their right to vote at general meetings.

The Board also ensures that all shareholders are treated equally regardless of the size of their shareholding and social conditions. Our shareholders are encouraged to share in the responsibility of sustaining the Bank's corporate values by exercising their rights as protected by law.

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 Agosto & Co, a leading credit rating firm in Nigerian, 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.

Indeed, the improved credit rating recognised Access Bank's satisfactory liquidity and

capitalisation, as well as the Bank's improved framework for managing its business risks and maximizing opportunities.

Although, revenues increased significantly during the reporting year, there were no significant changes to the Bank's ownership structure. The Bank's total capitalization as at year end 2014 is broken down into debt and equity as follows.

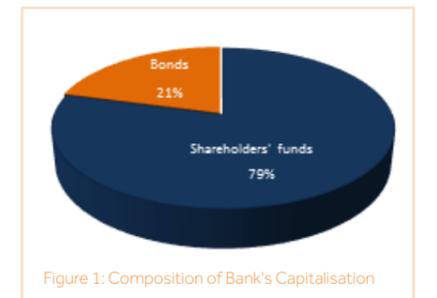


Figure 1: Composition of Bank's Capitalisation

Table 3: Bank's total capitalisation

Capital	'000 Naira
Shareholders' funds	277,410,728
Tier II capital - Bonds	73,155,391
Total	350,566,119

OUR APPROACH TO SUSTAINABILITY



CORPORATE PHILOSOPHY

OUR VISION

To be the world's Most Respected African Bank.

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; and
- Our approach is not 'excellence at all costs' but 'excellence on all fronts' so that we deliver outcomes that are economically, environmentally and socially responsible.

Empowered employees

- Recruiting and retaining the right people and teams based on shared values and vision;
- Developing our people to become worldclass 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; respect for and appreciation of differences in ethnicity, gender, age, national origin, disability, and religion.

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.

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.

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, lifting people up throughout the value chain;
- Financial education: helping people clearly understand how our products and services work;
- Financial inclusion: providing finance to those individuals and communities that traditionally have limited or no access to finance; 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/reality; and
- Anticipating and responding quickly to market needs with the right technology, products and services to achieve customer objectives

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, provides the highest level of governance oversight for sustainability management. The CSR/ Sustainability Committee is responsible for overseeing the delivery of the Bank's sustainable business strategy, to ensure 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, organisational stakeholders 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 a powerful force in managing operational impact of business on the environment by mainstreaming environmentally friendly policies into our business.

• 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.

• 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.

Table 4: Our Approach to Sustainability

Strategic term	Strategic term	Our Strategic Sustainability Drivers
Long term	Until the achievement of our Bank's vision	<p>Access Bank's vision: "To be the world's most respected African bank"</p> <p>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 operations"</p>
Short to Medium term	1 – 5 years	<p>Bank's strategic medium term targets Currently in progress:</p> <ul style="list-style-type: none"> • Strategic leadership positioning on sustainability • Innovative financing for social development • Building tangible assets • Risk management



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.



Stakeholders dependence on Access Bank

Table 5: Stakeholder engagement approaches in 2014



EMPLOYEES

Why we engage with our employees	<ul style="list-style-type: none"> 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.
Why we engage with our employees	<ul style="list-style-type: none"> To provide us with feedback and input that can help us improve their working environment and experience.
Frequency of engagement	<ul style="list-style-type: none"> Ongoing and daily engagement at all levels. As required by staff
2014 engagements	<ul style="list-style-type: none"> In addition to the regular, direct communication between managers and teams, specific employee engagements in 2014 included: <ul style="list-style-type: none"> Group Executive visioning meetings Employee satisfaction surveys Recognition and Awards Retreats HR Town Hall Meetings Regular electronic newsletters Employee Volunteering Showcase Intranet Happy Hour Retreats
Why we engage with our employees	<ul style="list-style-type: none"> Ongoing and daily engagement at all levels. As required by staff
Material Issues	Our response/Resulting developments
Work/life Balance	<ul style="list-style-type: none"> The institution of work/life balance initiatives such as the monthly "Happy Hour" free-drink event organised to encourage staff bonding, Aerobic/Zumba classes for employees, arts and crafts exhibitions, amongst others.
Development and growth opportunities	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Depends on customer needs and identified service or guidance opportunities.

CUSTOMERS

Specific 2014 engagements	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • Ongoing, as partnerships dictate or as stakeholder needs require.
Specific 2014 engagements	<ul style="list-style-type: none"> • Employee volunteering initiatives • Charitable donations • Nongovernmental organisation (NGO) partnerships • Philanthropic sponsorships • Community outreach efforts
Material Issues	Our response/Resulting developments
Malaria	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • To ensure regulatory compliance • To promote a sound financial system
Frequency of engagement	<ul style="list-style-type: none"> • Daily, weekly, quarterly and as required.
Specific 2014 engagements	<ul style="list-style-type: none"> • Regulatory consultations • Working groups • Onsite meetings
Material Issues	Our response/Resulting developments
Financial sustainability	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • Forums, Ongoing, as required.
Specific 2014 engagements	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> For mutually beneficial learning and to influence and/or promote the Bank's Sustainability agenda.
Frequency of engagement	<ul style="list-style-type: none"> Ongoing, as required
2014 engagements	<ul style="list-style-type: none"> Investor Day Deal/ Non deal Roadshow Shareholder Associations Meeting Bi-annual Investor Relations Newsletter
Material Issues	Our response/Resulting developments
Macroeconomic stability	<ul style="list-style-type: none"> Access Bank conducts stress tests and scenario analyses to position the Bank against likely exposure to macroeconomic pressure
Regulatory headwinds	<ul style="list-style-type: none"> 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
Financial disclosure	<ul style="list-style-type: none"> Adherence to regulatory(local and international) standards of disclosure Timely and organised disclosure of voluntary information Ensure Management is accessible to relevant stakeholders
Corporate governance	<ul style="list-style-type: none"> 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.



MATERIALITY

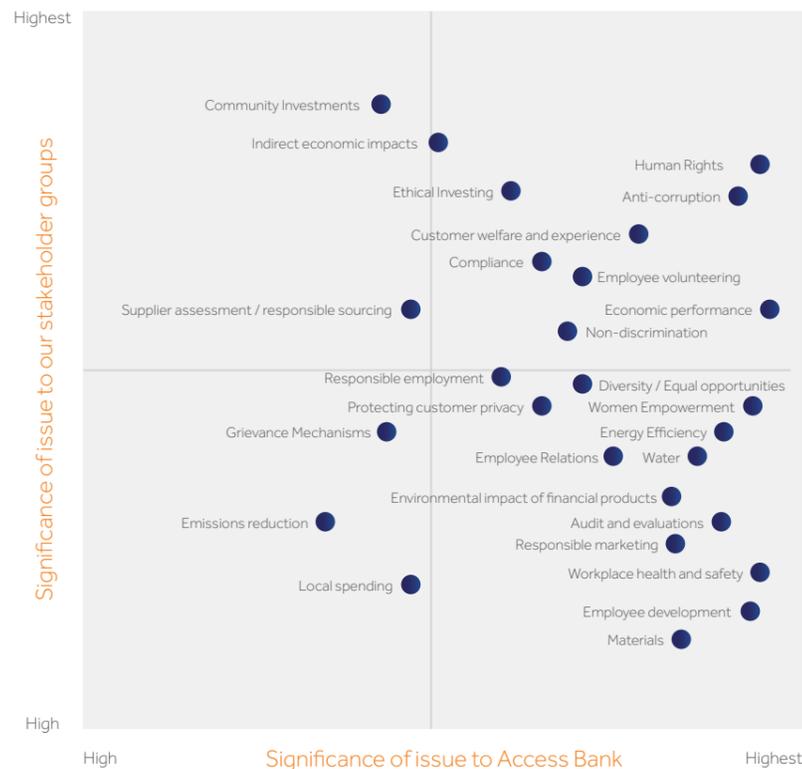
As a Bank, it is important that we consider the needs of all our stakeholders in our core business decisions in the short and long term. We are increasing our capacity to engage, understand and identify stakeholder views and develop tools to help us consider the wider impacts of our decisions. This is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



	Material matters	Materiality drivers	Key stakeholders	Access Bank
Social	<ul style="list-style-type: none"> Women empowerment Socio-economic development Access to finance 	<ul style="list-style-type: none"> Contributing to social stability and responding to issues of national development. Attracting and retaining talented and capable employees Contributing to social upliftment and social welfare 	<ul style="list-style-type: none"> Government Communities Employees Customers Media 	Access Bank leverages strategic partnerships, corporate social investments, employee volunteering programmes to improve the quality of life for people living in host communities.
Economic	<ul style="list-style-type: none"> Improved customer experience Financial and economic conditions and performance. Effective risk management. Governance, compliance and ethics. Responsible business practices. 	<ul style="list-style-type: none"> Effective integration and management of customer experience. Contributing to a stable economic and financial environment Managing risk exposure Creating sustainable shareholder value. 	<ul style="list-style-type: none"> Customers Financial analysts Media Regulatory bodies Governments Employees 	Access Bank delivers economic benefits in the form of long-term cost savings through its Sustainability performance.
Environment	<ul style="list-style-type: none"> Environmental and social impacts of lending Reducing our carbon emissions and resource consumption 	<ul style="list-style-type: none"> Supporting customers in E&S considerations of their businesses. Reducing the environmental impact of business operations. Contributing to behaviour change for a more sustainable future. Ensuring the implementation of Nigerian Sustainable Banking Principles within the Bank and other relevant regulations 	<ul style="list-style-type: none"> Customers Regulatory bodies Government Media Employees 	Access Bank enhanced its environmental and social risk management systems (ESMS). Also, the Bank applies Equator Principles to its project finance. The bank leads and collaborates on industry wide initiatives for environmental sustainability.



Based on the above, the material environmental, social and economic impacts, issues, risks and opportunities that are of significance to Access Bank's business as well as our 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; strategic community investments, financial inclusion; human rights; non-discrimination; anti-corruption; customer experience; women empowerment; regulatory and legal compliance; supplier assessment/ responsible sourcing; diversity and equal opportunities; employee relations; energy, materials efficiency; emissions reduction; environmental impact of financial products; grievance mechanisms; audit and evaluations; health and safety; and employee development.

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
External: KPMG Toll free lines:
 0703-000-0026; 0703-000-0027;
 0808-822-8888

Email:
Internal: whistleblower@accessbankplc.com
External: kpmgethicsline@ng.kpmg.com

The Bank's website also provides an avenue for lodging whistle-blower's 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



Figure 3: Materiality Matrix



PERFORMANCE MONITORING, AUDITS & 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 critique management's execution of strategy.

The Bank'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.

STRATEGY

OUR BUSINESS

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 longlasting 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 respective stakeholders and are determined to show full commitment to our day-to-day actions and business decisions, balance economic, environmental and social considerations.



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.

Responsible business needs of the communities in which we operate and provide genuine solutions that help improve such communities.

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:

Partnership/coalition	Partnership's profile	Updates on Access Bank's involvement
United Nations Global Compact (UNGC)	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.	<p>Access Bank has been actively involved in the activities of the UNGC aimed at promoting corporate sustainability.</p> <p>In 2014, we partnered with the UNGC to lead high level dialogue focused on anticorruption at the Tenth Principle anniversary.</p> <p>Also, in January 2015, Access Bank sponsored and led high-level discussions at UNGC's CEO Roundtable on Sustainable Business. Also, our contribution to these events demonstrated our unwavering commitment to responsible and ethical business practices. It also positioned our Bank as a key stakeholder in the global sustainability dialogue.</p> <p>In May 2015, Access Bank was appointed a member of the Steering Committee for the UNGC local network and a member of the UNGC environment work stream, and eventually, assigned to the Co-Chair position on the UNGC local network in Nigeria. These are vivid and strong testaments to the Bank's performance and leadership in contributing to sustainable development.</p> <p>In addition, during the initial stages of the environmental work stream of the UNGC local network, Access Bank hosted other work stream members to the strategic planning meetings. Read more about our progress with the UNGC on pages 38 - 40.</p>
Nigerian Business Council on Sustainable Development (NBCSD)	The NBCSD is a council of CEOs 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.	<p>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.</p> <p>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.</p>

Partnership/coalition	Partnership's profile	Updates on Access Bank's involvement
Nigeria Sustainable Banking Principles (NSBP) Steering Committee	The NSBPs were created to enhance economically viable, socially equitable and environmentally sustainable practices in the Nigerian Banking sector. The NSBP Steering Committee coordinates industry collaboration toward the successful implementation of the NSBPs in Nigeria.	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 ways forward. Our role as the Chair and Interim Secretariat of the NSBP continued even until 2015.
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 players	Access Bank is well represented on the regional representatives' platform of the UNEP FI in Africa. By the 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	Updates on Access Bank's involvement
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	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 SBUs 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 appraisal 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 and additional guidance documents on responsible investment which guide all our investment decisions in accordance with the six UNPRI guiding principles. These principles guided all of our investment decisions in 2014.
Nigerian Conservation Foundation (NCF)	NCF is dedicated to nature conservation and sustainable development in Nigeria. NCF leads in promoting sustainable development through environmental conservation and natural resource management in Nigeria.	In 2014, we remained an active member of the NCF. We promoted biodiversity conservation in Nigeria through our membership contributions to the NCF.
Nigeria Business Coalition Against AIDS (NIBUCAA)	A network of companies working together to help member-companies and others to develop workplace programmes for preventing and combating HIV/AIDS	In accordance with our commitment to the anti-AIDS mission of NIBUCAA, 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
<p>Convention on Business Integrity (CBI)</p> 	<p>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.</p>	<p>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.</p>
<p>Global Reporting Initiative (GRI)</p> 	<p>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</p>	<p>We are the first Nigerian Bank to become an organizational 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.</p> <p>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.</p>
<p>Equator Principles (EP)</p> 	<p>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.</p>	<p>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 in line with internationally recognised IFC's Performance Standards on Environmental and Social Sustainability.</p> <p>To demonstrate our continued commitment to responsible project finance, we participated in the EP 2014 annual meeting in Cape Town, South Africa in October 2014.</p>
<p>London Benchmarking Group (LBG)</p> 	<p>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.</p>	<p>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.</p>
<p>GBCHealth</p> 	<p>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.</p>	<p>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 combatting HIV, TB and malaria in Nigeria.</p>

Partnership/coalition	Partnership's profile	Updates on Access Bank's involvement
<p>Corporate Alliance on Malaria in Africa (CAMA)</p>	<p>CAMA is a group of private sector organisations with business interests in Africa. These organisations pool efforts to combat malaria in sub-Saharan Africa.</p>	<p>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.</p>
<p>WeConnect International</p>	<p>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.</p>	<p>In 2014, Access Bank established a 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 organization.</p> <p>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</p>





PROGRESS ON THE NIGERIA SUSTAINABLE BANKING PRINCIPLES (NSBP)

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 NSBPs 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 level 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 organisation'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/presenter 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

Principles	Access Bank's corresponding initiatives in 2014
<p>PRINCIPLE 01</p> <p>Our Business Activities:</p> <p>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.</p>	<p>Access Bank is making significant efforts to integrate environmental and social risks 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, were these impacts were unavoidable, we were able to significantly minimise the impacts.</p> <p>These functions have been driven largely by our Environmental and Sustainability (E&S) unit, which was established in 2014 as part of our Enterprise Risk Management department. Also, an automated review process was put in place, thus to drive conscious and fully-fledged integration of environmental issues into the Bank's risk decision-making. This way we continued to safeguard the wellbeing, health and safety of biodiversity, ecosystems, labour and surrounding communities in areas where Access Bank delivers project finance services.</p>
<p>PRINCIPLE 02</p> <p>Our Business Operations:</p> <p>We will avoid, minimise or offset the negative impacts of our Business Operations on the environment and local communities in which we operate, and where possible, promote positive impacts.</p>	<p>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 shuns all forms of environmental pollution, while encouraging resource efficiency.</p> <p>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 lowered. 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.</p>
<p>PRINCIPLE 03</p> <p>Human Rights:</p> <p>We will respect human rights in our Business Operations and Activities.</p>	<p>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 organisation-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.</p> <p>At Access Bank, we respect the rights of all peoples, men, women, old, young, PLWHA, 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.</p> <p>In addition, we also promote human rights compliance through 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.</p> <p>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 strongly guarded and prevented members of the Bank's staff from indulging in human rights abuses.</p>



Principles	Access Bank's corresponding initiatives in 2014
<p>PRINCIPLE 04</p> <p>Women's Economic Empowerment:</p> <p>We will promote women's economic empowerment through a gender inclusive workplace culture in our Business Operations and seek to provide products and services designed specifically for women through our Business Activities.</p>	<p>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.</p> <p>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 internal initiatives run within the Bank to empower and advance our female employees include Access Women's Network and Supporting the Access Woman initiative.</p>
<p>PRINCIPLE 05</p> <p>Financial Inclusion:</p> <p>We will promote financial inclusion, seeking to provide financial services to individuals and communities that traditionally have had limited or no access to the formal financial sector.</p>	<p>Access Bank's goal is to reduce the number of Nigerian citizens that have no access to financial services from 46.3% 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.</p> <p>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.</p>
<p>PRINCIPLE 06</p> <p>E&S Governance:</p> <p>We will implement robust and transparent E&S governance practices in our respective institutions and assess the E&S governance practices of our clients.</p>	<p>As a bank of best practice, Access Bank has, over the years, maintained a stable environmental and social governance framework which pulls 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.</p> <p>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.</p>
<p>PRINCIPLE 07</p> <p>Capacity Building:</p> <p>We will develop individual institutional and sector capacity necessary to identify, assess and manage the environmental and social risks and opportunities associated with our Business Activities and Business Operations.</p>	<p>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.</p> <p>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.</p>

Principles	Access Bank's corresponding initiatives in 2014
<p>PRINCIPLE 08</p> <p>Collaborative Partnerships:</p> <p>We will collaborate across the sector and leverage international partnerships to accelerate our collective progress and move the sector as one, ensuring our approach is consistent with international standards and Nigerian development needs.</p>	<p>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 abreast 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.</p> <p>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:</p> <ul style="list-style-type: none"> • The NSBP Steering Committee Roadshow • The NSBP Steering Committee Strategic Planning Forum • The NSBP Pre-reporting Workshop <p>Read more about these events on page 34.</p>
<p>PRINCIPLE 09</p> <p>Reporting:</p> <p>We will regularly review and report on our progress in meeting these Principles at the individual institution and sector level.</p>	<p>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.</p> <p>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 EP, the UNPRI, which we are active members of. We also report periodically and as required, about our compliance with the Nigeria Sustainable Banking Principles.</p>



PROGRESS ON THE UNITED NATIONS GLOBAL COMPACT (UNGC)

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 8: Bank-wide updates on the United Nations Global Compact (UNGC)

UNGC Principles		Access Bank's corresponding initiatives in 2014
Human Rights	<p>PRINCIPLE 01 Businesses should support and respect the protection of internationally proclaimed human rights.</p> <p>PRINCIPLE 02 Make sure that they are not complicit in human rights abuses.</p>	<p>At Access Bank, we fully support and show respect for human rights. Our recently reviewed Human Rights policy stands at the heart of our commitment to the United Nations Declaration on Human Rights. In our business operations, we demonstrate our respect for the rights of all people, through our equal opportunities employment approach, alongside our zero-tolerance for discriminatory practices, for example against women, PLWHA and disabled, amongst others. As much as practicable, we also endeavour to check for human rights abuses within our supply chain. This has helped us to stay away from human rights grievances. Over the years, since our adoption of related principles such as the Equator Principles, the Bank has also ensured that our lending and borrowing activities do not go into projects or businesses that have adverse human rights impacts.</p> <p>We uphold fairness in our dealings with our staff, striving in all ways possible to provide and maintain a safe and healthy work environment which provides access to ancillary amenities and recreational facilities which continues to improve their quality of life (such as our Access Recreation centre). Through our human resources unit, the Bank continues to monitor and raise internal human rights awareness through formal and informal training amongst employees and management. We also maintain a Bank-wide grievance process through which staff and even outsiders can report, amongst other issues, human rights abuses. During the reporting year, our Bank received no internal or external grievance relating to human rights abuse.</p>
Labour	<p>PRINCIPLE 03 Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining</p> <p>PRINCIPLE 04 The elimination of all forms of forced and compulsory labour</p> <p>PRINCIPLE 05 The effective abolition of child labour</p> <p>PRINCIPLE 06 The elimination of discrimination in respect of employment and occupation</p>	<p>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, international best 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.</p> <p>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 all 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.</p> <p>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.</p> <p>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.</p>

Table 8: Bank-wide updates on the United Nations Global Compact (UNGC)

UNGC Principles		Access Bank's corresponding initiatives in 2014
Environment	PRINCIPLE 07 Businesses should support a precautionary approach to environmental challenges	<p>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 the 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.</p> <p>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, have primarily included 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</p>
	PRINCIPLE 08 Undertake initiatives to promote greater environmental responsibility	
	PRINCIPLE 09 Encourage the development and diffusion of environmentally friendly technologies	

UNGC Principles		Access Bank's corresponding initiatives in 2014
Anti-corruption	PRINCIPLE 10 Businesses should work against corruption in all its forms, including extortion and bribery	<p>Access Bank demonstrates its compliance with the 10th principle primarily through its anti-bribery compliance officers. These officers help to instil the highest ethical and legal standards amongst the Banks employees, and also track compliance by screening our operations practices against relevant and applicable local and international laws relating to corruption, bribery and anticompetitive behaviour.</p> <p>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/punitive 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</p>



SERVICE TO OUR CUSTOMERS, CLIENTS & MARKETS

"The customer is king". It's an old cliché that has lived with many organisations. However, many businesses merely pay lip- and eye- 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 satisfaction also feeds back some impact on our business. Indeed, our commitment to 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 consistently rewarded with loyalty from a host

of our over 6 million customer, and together we continue to make progress on our journey towards financing the future.

Our demonstrated dedication to providing our customers with satisfactory services was recognised by the Nigeria Customer Service Awards (NCSA) in 2014. The NCSA declared Access Bank the Winner of the "2014 Best Customer Service Company Award" in the Banking category.



CUSTOMER ENGAGEMENT

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:

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-mail alerts, and are often used to convey quick and/ or 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.

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.



SERVICE TO OUR CUSTOMERS, CLIENTS AND MARKETS

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:

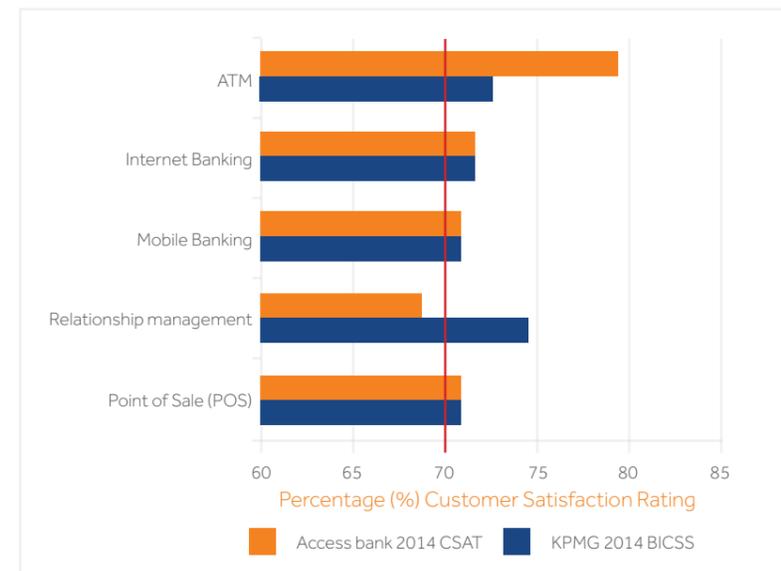
The surveys were administered through online and paperbased channels.

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 CSAT, 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.

Figure 4: Customer satisfaction with service channels



Customer Satisfaction Rating (in %)					
	ATM	Internet Banking	Mobile Banking	Relationship Management	Point of Sale (PoS)
Access Bank CSAT 2014	80	72	71	69	71
KPMG BICSS 2014	73	72	71	75	71

Table 9: Survey results: customer satisfaction with service channels

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.

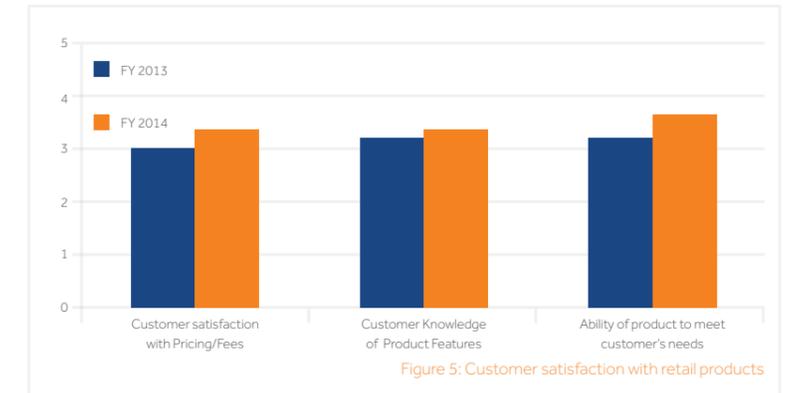


Figure 5: Customer satisfaction with retail products

Parameter (Likert scale of 5.0)	FY 2013	FY 2014
Customer satisfaction with Pricing/Fees	3.1	3.5
Customer Knowledge of Product Features	3.4	3.5
Ability of product to meet customers' needs	3.4	3.8

Table 10: Survey results: customer satisfaction with retail products

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 CSAT performance ratings, the 2014 CSAT showed that our customers now perceive the quality of customer care rendered by our staff as more satisfactory than they did in 2013.

Survey	Customers' rating (%)
Access CSAT FY 2013	79.8
KPMG BICSS (April 2014)	74.22
Access CSAT August 2014	82.2

Table 11: Survey results: customer

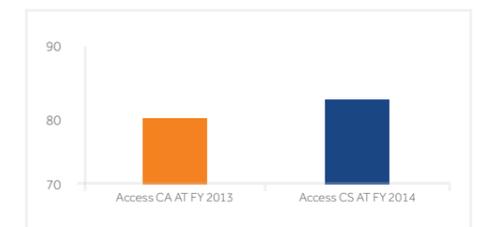


Figure 6: Customer satisfaction with quality of staff





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. We believe that this way, we can help the Central Bank of Nigeria execute its National Financial Inclusion Strategy (NFIS) and also help promote a more equitable distribution of capital within the society. Through our Inclusive Banking team, Access Bank's goal is to reduce the number of Nigerian citizens that have no access to financial services from 46.3% to 20% by 2020. And we are working towards it.

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. This belief spurred the launching of Access Money in 2014. 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.

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 variety of valueadding and empowering benefits and financial privileges. Please see page 68 for more information on "W".



SERVICE TO OUR CUSTOMERS, CLIENTS AND MARKETS

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 micro-site. 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 children and young adults.

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 secure lasting business relationships with our customers, we understand the need to incerely 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 as not issued any query, grievance or complaints 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 transactionrelated 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 communication's 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 on marketing communications, including advertising, promotion, and sponsorship 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:

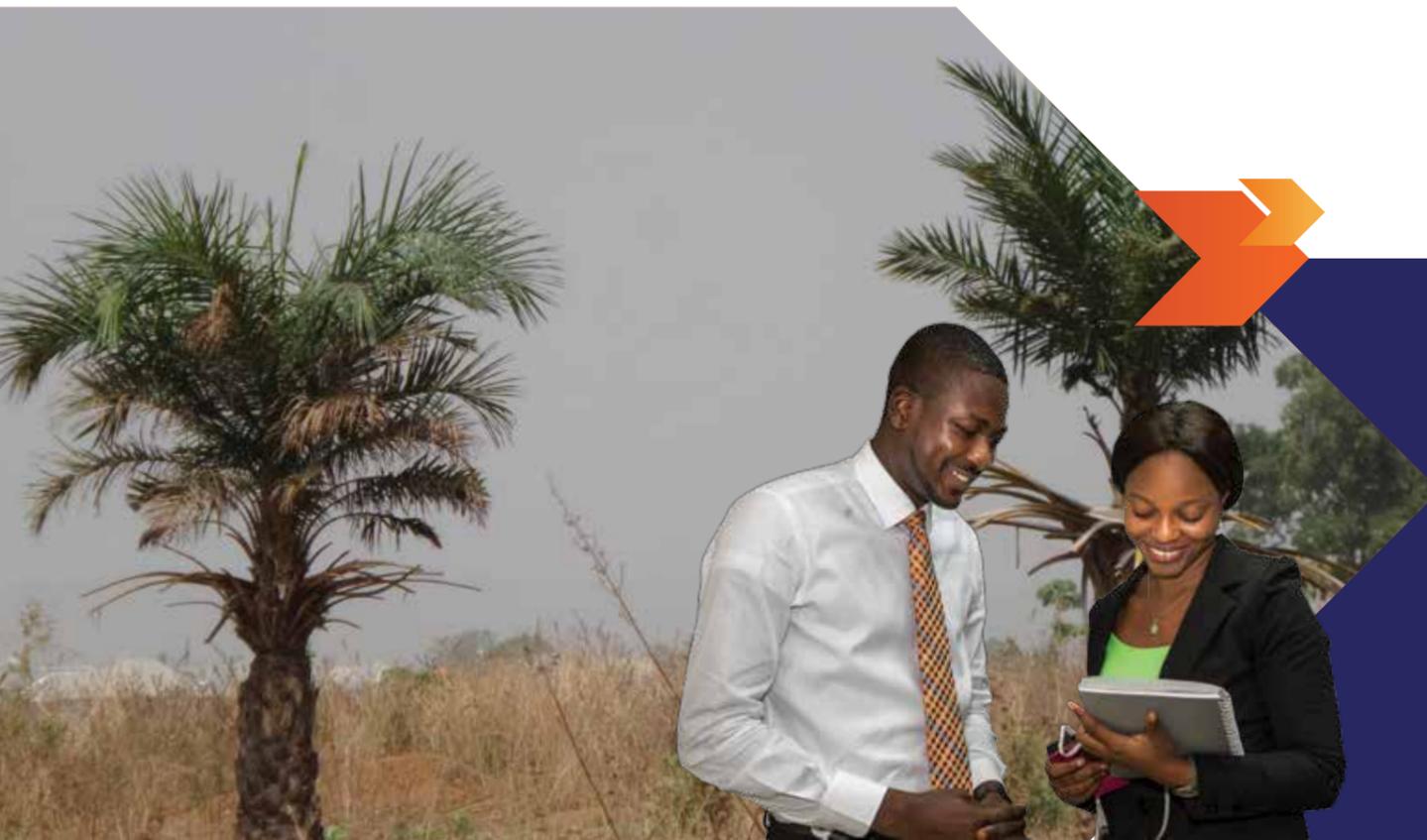
During the reporting year, our flagship customer reward initiative was the Access Bank Yuletide Season package. In the spirit of the December 2014 season, the Bank demonstrated its passion for our esteemed customers by commemorating the year end in a unique way through its keeping-in-touch activities. 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 N 1.5 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. Owing to our commitment to maintaining a positive corporate culture and employee welfare, no query, grievance or complaints regarding labour practices were filled against Access Bank in the year 2014. Also, the Bank was not involved in any lawsuits, fines, or penalties related to breach of labour-related local or international laws. 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 employee 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.



	2012	2013	2014
Percentage of female employees	39%	40%	41%
Percentage of male employees	61%	40%	59%
Total number of employees	2977	2463	2721

Table 12: Employee composition by gender

Top management employees (Executive director to CEO): 7		Top management employees (Assistant GM to GM): 74	
Percentage of females	29%	Percentage of females	22%
Percentage of males	71%	Percentage of males	78%

Table 13: Gender distribution of top management employees

EMPLOYEES

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 bigger, 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 a 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.

Table 14: Gender distribution of the Board of Directors

	2012	2013	2014
Percentage of women on board	13%	33%	31%
Percentage of men on board	87%	67%	69%
Total number of board members	15	15	16

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 a very 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 a role 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, and have gradually begun to eliminate traditional banking, finance and societal stereotypes by which women were excluded from certain roles, opportunities and privileges.



Principle	Current initiatives
<p>01. Establish high-level corporate leadership for gender equality</p>	<p>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-Laniyan, Head, Sustainability continue to represent the actively Bank on the international Leadership Group of the UN 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.</p>
<p>02. Treat all women and men fairly at work – respect and support human rights and non-discrimination</p>	<p>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, employment 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-child birth 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.</p>
<p>03. Ensure the health, safety and wellbeing of all women and men workers</p>	<p>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), unrivalled in the industry, provided our workers with an avenue for boosting their work-life balance. The ARC which comprises a gymnasium, meal rooms and various relaxation spots, help to boost wellness and healthy living among Access Bank's employees.</p>
<p>04. Promote education, training and professional development for women</p>	<p>As a bank of best practice, Access Bank has an undying 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.</p>





EMPLOYEE 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 our 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.

2014 employee satisfaction survey

The objectives of the 2014 Employee Satisfaction Survey were to:

- Measure the level of employee satisfaction in 2014 and understand the trend from 2012
- Obtain insight on how well the Group is doing on its people management practices, and
- Obtain insight into what motivates employees and what affects attrition level across the Access Bank Group

An employee participation rate of 82% was recorded; this was greater than the anticipated participation level of 80%.

Principle	Current initiatives
<p>05. Implement enterprise development, supply chain and marketing practices that empower women</p>	<p>Owing to our zero-tolerance for discrimination in terms of professional development, the proportion of the Bank's female workers, of women 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.</p> <p>Besides this, Access Bank also promotes initiatives to empower women through our supply chain activities and marketing practices. For example in 2014, and as a 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.</p>
<p>06. Promote equality through community initiatives and advocacy</p>	<p>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.</p>
<p>07. Measure and publicly report on progress to achieve gender equality</p>	<p>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.</p>

Overall satisfaction among employees

Overall satisfaction level for Nigeria, the Bank's by far largest country of operation, increased from 3.5 in 2013 to 4.0 in 2014. The increase can be attributed to the following:

- Upward review in remuneration impacted on Employee's satisfaction (please refer to figures for employee wages and benefits, presented in Table 1, page 11).
- Increase in Employee engagement activities such as Thank God it's Friday (TGIF), employee performance recognition, introduction of the monthly
- Happy Hour sessions, as well as the new Access Recreational and Fitness Center, which was launched in 2013

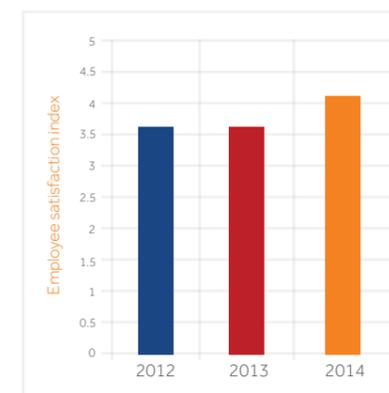


Figure 7: Overall satisfaction among employees

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.

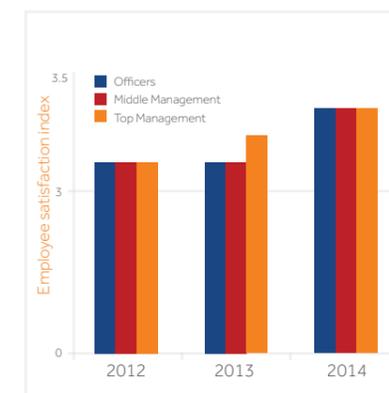


Figure 8: Employee satisfaction by level

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 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 "W" which also demonstrated the Bank's willingness to empower women.

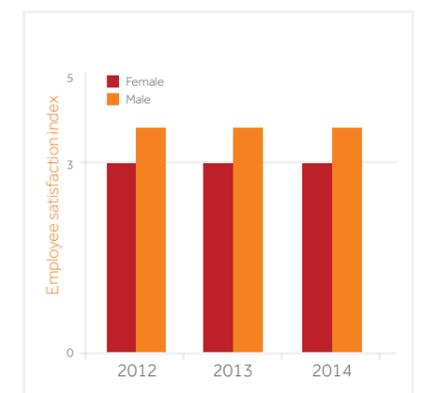


Figure 9: Employee satisfaction by gender

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 commit 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.

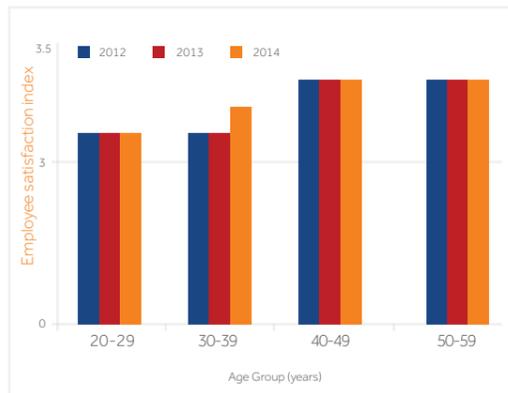


Figure 10: Employee satisfaction by age

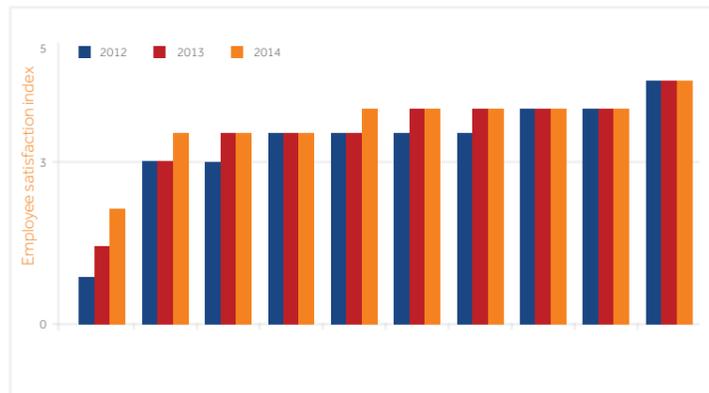


Figure 11: Employee satisfaction with Bank's core competencies

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 full time staff are covered by the national health insurance scheme and an Health Maintenance Organisation (HMO) scheme.

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 a 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

- Intensive awareness and sensitization 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 into Access Bank's offices
- Provision of hand-sanitizers at the entrance to the Bank's premises

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.

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.

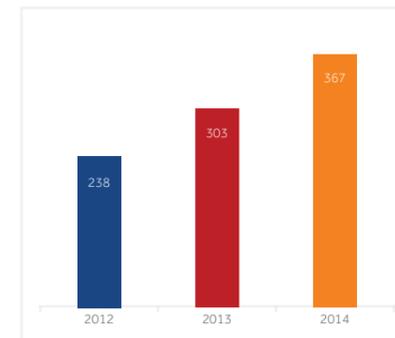


Figure 12: Number of Employees Trained at the School of Banking Excellence (2012 - 2014)



Figure 13: Summary of Bank-wide training in 2014





Excellence above Industry Peers

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 rigour and robustness of our training programme for new intakes, the ELTP was accredited by the CIBN in December 2014. Therefore, unlike their industry colleagues, graduates of the Access Bank School of Banking Excellence will henceforth be exempted from courses in the diploma level of the CIBN's professional examinations. Therefore, we bring our people steps closer to pioneering innovative finance and banking solutions for the future through continuing professional development with the CIBN.

Training for a Sustainable Start

Not found anywhere in Nigeria, Access Management employees Bank trains all entry level employees on sustainable banking practices. This is to ensure that new employees understand the sustainability vision of the Bank as soon as they hit the ground running.

Each month, an average of 50 new Access Bank employees are engaged on this training. Training for a Sustainable Start therefore helps the Bank to further integrate sustainable practices into its entire business units.

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, and 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 and thus help assuage the Bank's business risks. 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. In 2014, the Bank engaged in various activities to ensure that employees in all functional areas are adequately empowered to manage risk across the organisation. As strong risk management remains a critical pillar of our strategy and the maintenance of our financial health, critical capacity building programmes were organised for the Bank's Enterprise Risk Management staff during the reporting period.

Capacity building for customer-facing employees across SBUs

There was also a lot of internal capacity building for market-facing employees. This was in a bid to ensure that our employees were given the appropriate tools to make their job easy 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. This often involved inviting seasoned experts from within and outside the Bank to coach employees on customer service and customer relationship management.

Table 16: Training programmes for risk management staff in 2014

Certification/Training	No of staff
Certified Operational Risk Manager	21
Certified Risk Specialist	20
Certified ISO 31000 on Risk Management	40
Liquidity Master Class	20
Liquidity Risk Management and Measurement Basel III	20
Loan & Transaction Monitoring Master Class	20
Risk Management & Measurement Techniques	20
Bank Stress Testing for Extreme Events	20
Retail Credit Appraisal & Loan Workout Strategy	20
Problem Loan, Distressed Asset Management, Restructuring & Exit Strategies	20

Month	Topic	Trainer/speaker	Description
January 2014	Service Strategies for the year 2014	Ojini Olaghare	Presentation was to inform staff of the importance of creating enjoyable experiences for customers, as it affects their perception of the brand and project the service outlook for 2014. The presentation bothered around the strategies of Taking Ownership and Teamwork.
March 2014	Role of Employees in Customer Experience Culture	Jonathan Browne & Qaalfa Dibeehi (Forrester Research)	Forrester Research was invited to re-introduce the concept of Customer Experience, the Customer Experience pyramid and the path to customer experience maturity.
April 2014	Boost your CX to the next level	Dapo Fajimi	The outcome of the Forrester Maturity Assessment on Access Bank was presented to staff at the session. The presentation highlighted poor staff attitude, poor service delivery and cumbersome processes as some of the reasons for the variance between the brand promise and the customer service being delivered. Staff members gained understanding of CX and how improved attitude is a key to success.
May 2014	CX in the Travels and Tourism Industry: Lessons from Wakanow.com	Stella Nnewa-Obinwa (Wakanow.com)	Representatives from Wakanow.com to explain Customer Experience as related to the Travels and Tourism industry and shared stories of how to build customer trust and loyalty.
September 2014	Service, Innovation and Employee Commitment- What the Banking Industry can learn from Procter and Gamble	Mrs. Ehinomen Enekabor (P&G)	Procter and Gamble shared how it manages its various consumer's needs through continuous research, understanding the product cycle and making informed decisions.
November 2014	Building the true Access Brand: Learnings from Nigerian Breweries Plc	Hubert Eze (Nigerian Breweries)	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.
December 2014	Differentiating through Customer Experience: How Emirates is leading the pack in the airline industry	Valentine Nwawodoh (Emirates)	Emirates officials shared how focus on the customer is key to an organization's success.

Table 17: Capacity building events for customer-facing employees



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 copewith these threatening societal issues.

Safety Consciousness in the face of Global Terrorism and Crime: Lesson for Bankers

In June, Mr. Adegoke Fayoadé, Chief Superintendent and the Divisional Police Officer (DPO) of the Victoria Island Police Division, was invited to give this talk. Staff members were given tips on how to stay security conscious. The presentation focused on safety in/around the home, safety in/around the office, general tips for safety, as well as emergency phone numbers.

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 this presentation. Dr. Okoronkwo's talk sensitised and educated members of staff about the Ebola 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 their peers 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 Idumota 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 awardees and award categories across the Access Bank Group are presented as follows.

Table 18: 2014 CEO awards: categories and awardees

Categories	Country	Winners
Brand Ambassador of the Year	Nigeria	Victor Onyebuchi
	Ghana	Matilda Asante Asiedu
	Congo	Claudine Musanda
	Rwanda	Chris Osisiogu
	Gambia	Austin Ola-Tunde Jones
	Zambia	Mimi Daka
Co-worker of the Year	Nigeria	Aminah Adedipe
	Ghana	Richard Owusu
	Congo	Rudy Munsy
	Rwanda	Teddy Ndayambaje
	Gambia	Paul Munashe
	Zambia	Dalitso Hamaluba
Customer Service Staff of the Year	Nigeria	Vanessa Attah
	Ghana	Yvonne Quarshie
	Congo	Ricky
	Rwanda	Dahlia Umulinga
	Gambia	Nil
	Zambia	Evelyn Nalwimba
Employee of the Year	Nigeria	Taiwo Fowowe
	Ghana	Kojo Bedjabeng
	Sierra Leone	Georgina Williams
	Congo	Claudine Musanda
	Rwanda	Teddy Ndayambaje
	Gambia	Edrisa Faye
Most Admired Senior Staff	Nigeria	Patricia Mugamya
	Ghana	Victor Adeniregun
	Rwanda	Abraham Aziegbé
	Gambia	Stephen Abban
	Zambia	Chris Osisiogu
	Support Staff of the Year	Nigeria
Ghana		Chris Mwelo
Sierra Leone		Akintunde Ogundare
Rwanda		Isaac Afedzie Quaye
Gambia		Karim Koroma
Zambia		Ivan Ingabire
Teller of the Year	Nigeria	Pa Modou Jallow
	Ghana	Joy Banda
	Congo	Omolaja Folarin
	Rwanda	Agnes Ofosu
	Gambia	Danny Tshilumba
	Zambia	Francis Bazatsinda
Excellence in Leadership Award	Nigeria	Haja Isatou Drammeh
	Ghana	Musa Banda
	Rwanda	Ojeifoh Okosun
	Zambia	Ama Somuah Boateng
	UK	Alice Umulisa
	Customer Service Staff of the Year	Nigeria
Ghana		Laura Kidd
Congo		Ricky
Rwanda		Dahlia Umulinga
Gambia		Nil
Zambia		Evelyn Nalwimba



ENVIRONMENTAL STEWARDSHIP

At Access Bank, we want to finance a bigger and stronger future. And as we do so, there is a reason why we are very passionate about being conscientious stewards of the environment. It's because we truly understand that the future of finance – on which our business thrives – hugely depends on ecological resources and natural capital. We understand that there can be no finance when 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 enable us 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 so on, 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, eventually realising that resource constraints may not end soon. Therefore, we have taken steps within our business to go beyond mere compliance with environmental laws and regulations, into becoming more efficient in our use of natural resources, including energy, water and other materials. Our core approach has been to carefully and periodically monitor our consumption of energy, fuel, water, paper and other materials, and then adopting reduce, reuse, and recycling strategies where practicable. While monitoring is handled by our General Resource Management (GRM) unit, the Sustainability/CSR team coordinates behavioural efforts for our employees to adopt eco-friendly habits at work.

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, customers 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 in 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 even 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 2009, 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-fledged 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 retain our social license to provide finance solutions in the coming future.

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 thereby. 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 reports at <https://www.accessbankplc.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-parties firms. Our whistle-blowing line also exists to make sure that our people shun all unethical practices related to any risk issue related to Access Bank. Through the whistle-blowing line, third parties and external stakeholders are encouraged to report any malpractice committed by Access Bank and/or her representatives, including environmental ones. 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 main sources of 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-decentralised Power Holding Company of Nigeria to our 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 an important issue to Access Bank. This was not only because of the growing energy insecurity and scarcity around the globe, but also the rising costs of fossil fuels which powered our generators to keep our business going. Besides these factors, we were also cognisant of the risk of climate change, and we sought to do our part to mitigate the emissions of greenhouse gases. As this desire also forms part of our strategic plan, our business units were fully conscious of the need to be energy-efficient in discharging their operational functions. Therefore in 2014, we continued with our Generator

Shut-down Policy, and made substantial progress. The Policy involved shutting down generators at 6pm for branches, and 9pm for the Head Office. Thus, the Bank was able to save energy of up to 97706.91 Kilowatthour of diesel-generated energy in 2014 through our shut-down policy. At an emission factor of 0.893 kg CO₂e/ kWh, this amounted to avoidance of an estimated 87252.27 kilogram of CO₂e 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 halve 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 that 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 harnessing of the world's forest resources.

OUR SUPPLY CHAIN RELATIONSHIPS

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 enhances our corporate responsibility, while also helping our suppliers to improve in their sustainability and corporate responsibility performance. Our investors, shareholders and employees are ethics-minded, so also the surrounding communities, non-profit organisations, the media and our regulators 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 supply chain. Depending on whether they are new/prospective or old/approved suppliers, Access Bank's vendor assessment process consists of the following criteria:

1. Track record
2. Geographical coverage
3. Quality of goods/service
4. Status of dealership/distributorship
5. Problem resolution
6. Timeliness of service delivery
7. Service/product quality
8. Character and composure of company representative

Total rating score Parameters*	Maximum = 20 Parameters used in evaluating 'New' suppliers (Scale: 1-5)
PARAMETER 1	Track records
PARAMETER 2	Geographical coverage
PARAMETER 3	Quality of service/product
PARAMETER 4	Accredited/dealership status
Parameters	Parameters used in evaluating 'approved' and 'In use, not yet registered' suppliers (Scale: 1-5)
PARAMETER 1	Problem resolution
PARAMETER 2	Timeliness of service delivery
PARAMETER 3	Service/product quality
PARAMETER 4	Character and composure of company representative

Table 19: Supplier assesment / rating criteria

Table 19: Supplier assesment

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

Local sourcing

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 where the supplies are needed.

This is not just because it makes financial sense. It is also because we continually aim to minimise the environmental footprint of our procurement, through reduction of Supply Miles.

In addition, we realise that it 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 ensure that the potential supplier 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 in 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 vendors 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).





COMMUNITIES & THE WIDER SOCIETY



As one of Africa's largest banks, we are doing our best to drive economic growth and prosperity within the communities in which we serve. This is important because our business will thrive even more, when the people in surrounding communities, as well as their livelihoods, prosper economically. Each year, and as part of our strategic corporate responsibility objectives, we commit to channelling noteworthy resources and funds into impacting people's lives positively and responsibly. Indeed, our commitments have been largely focused around the United Nation's Millennium Development Goals (MDGs). As such in 2014, as we do each year, we initiated and supported numerous efforts aimed at achieving the MDGs. Over the years, our areas of focus in community investment have therefore included education, health, gender equality, arts, and sports. Many of these efforts to invest in, and grow solid relationships with our communities have included the widening reach of our market presence, our indirect economic impacts, grievance mechanisms, public

policy, anti-corruption efforts, charitable donations and employee volunteering. We make these efforts so as to jointly secure, for ourselves and the people around us, a future of excellence. Access Bank maintains a whistleblowing line through which virtually all our grievance procedures have been incorporated. The whistleblowing and ethics line, although primarily designed to ensure that Access Bank staff commit to ethical behaviour, also allows members of the surrounding communities to report any misdemeanour or misbehaviour (by any Access Bank employee or anyone related with Access Bank) that might have consequences and adverse social and/or economic impacts on the surrounding committee. Our whistleblowing lines and platforms are made freely accessible and available to the public, and anyone is free to report unethical dealings of Access Bank staff in their communities. Our publicly-available ethics line have made all our staff conscious that unethical practices will not be tolerated, whether

within or outside Access Bank. Without doubt, this has prevented Access Bank's operations and business activities from having any adverse or negative impacts in community where we serve. During the reporting year, no complaints were received from members of surrounding communities regarding any of our branches or operating units. The same was true of 2012 and 2013. Rather than create negative impacts on surrounding communities, Access Bank seeks to create positive impacts.

As much as possible, we ensure that our business is truly utilised as a tool for community development.

As such, and as part of our strategic plans, a substantial portion of our returns are geared towards boosting human development indexes in the communities around us. Notable tools that we use in carrying out these initiatives have included: partnerships, donations and sponsorships, and our Employee Volunteering Scheme (EVS).



UNICEF Charity Shield Polo Tournament

Access Bank has always remained entrepreneurs committed to its social responsibility drive. Consequently, the Bank continuously seeks and seizes opportunities to demonstrate this commitment by contributing to external initiatives that align to its strategic focus areas for sustainable human development, both in the local and global communities. The 2014 UNICEF Charity Shield Polo Tournament is one of such prominent initiatives, which was sponsored by Access Bank.

The 2014 edition of the annual Access Bank-UNICEF Charity Shield Polo Tournament was held at the Fifth Chukker Polo Resort in Kangimi, Kaduna State from 3rd to 7th June, 2014. The range of events which featured celebrities from different parts of the globe, proved to be yet another platform for supporting orphaned and vulnerable children in Northern Nigeria. The Polo Tournament has its root in the "Emir of Katsina Charity Shield Polo Tournament" which was inaugurated by the Fifth Chukker Polo and Country Club in 2003 as a fund raising platform to support local charity organisations. Each year, the tournament is geared towards UNICEF's intervention projects for orphans and vulnerable children and has over the years become one of the biggest and most attractive international sporting and fundraising events in the country.

In partnership with the Fifth Chukker Polo club, Access Bank raised more than N900 million for UNICEF projects towards helping and supporting vulnerable children, through the Charity Shield Polo Tournament. Also, proceeds from the sale of memorabilia at the annual tournament were channelled into UNICEF's cause, comprising the provision of comfortable shelter for the orphaned and vulnerable children. This was demonstrated through commissioning of housing projects in a number of Local Government Areas in Kaduna State. As Nigeria's most innovative financial power house, Access Bank's long term commitment to the prestigious UNICEF Charity Shield Polo, has received official approval from the Kaduna State Government. The Kaduna State Governor, Alhaji Ramallan Yero, commended the unequalled involvement of Access Bank in promoting Charity, Polo and Sports generally in the country. In his words, Alhaji Yero stated "We are happy with Access Bank and Fifth Chukker for taking the mantle of supporting UNICEF in its campaign of engaging our teeming youths positively through polo and other charitable activities and I would urge them not to rest in their efforts." Being the main sponsor of the 2014 Charity Shield Polo Tournament, Access Bank presented a N10 million donation to UNICEF.

The West Africa Trade and Commodity Finance Conference

At Access Bank, we are hopeful about the future of business in Nigeria, and we are very confident of the growth potentials of various key sectors such as agriculture, manufacturing, infrastructure development amongst others, for driving development in the country. As a Bank, we are really looking forward to that future, even as we set ourselves up to finance it. In view of this, Access Bank sponsored the 6th edition of the West Africa Trade and Export Finance conference, an event organised by the Exporta Publishing and Events in Lagos, at the Eko Convention Centre on the 4th and 5th of February, 2015.

The West Africa Trade and Commodity Finance Conference is one of the foremost trade finance conferences in West Africa, convening typically over 200 local, regional and international delegates annually to discuss new business opportunities within the well-established and emerging trade and commodity sectors.

Using a range of conversational tools such as specific transaction case studies, roundtable discussions, onstage interviews, and live question and answer sessions, the two-day event brought together delegates from Corporate, Banking and Financial Services Organizations to brainstorm and pool their thoughts and opinions on key market trends and issues emerging in each of these sectors ranging from agribusiness, to risk mitigation, to marketing, construction and infrastructure, to name a few. Dignitaries present at the conference included representatives from Dangote Group, Structured Business, Europe, Africa and Asia, Shoreline Energy International; Oando Refinery and Terminals, senior executives from Access Bank amongst many others.

The event culminated in a networking session on the 2nd day, which provided ample opportunity for attendees doing business in West Africa to establish new business contacts and build relationships with other key market players. These conversations and relationships are expected to be fertile grounds for springing up new business projects in our communities, generate more employment for the people, and also contribute to the economic and human development of the larger Nigerian society.

Power breakfast for small and medium scale entrepreneurs

Access Bank is not taking the bigger, stronger future alone; we are taking an army of growing businesses in our communities with us, using the power of finance and knowledge sharing. On that journey, the Bank has continued to reiterate the importance of grooming Small and Medium Enterprises (SMEs), as they are crucial to the sustained development of the economy.

To this end, Access Bank organised a variety of knowledge sharing events for SMEs in 2014, most notable of which was the "Power Breakfast" forum for customers, which held on Thursday, June 5, 2014 at Access Bank's Head Office in Lagos, Nigeria. At the event, senior officials from the Bank spoke to attendees, exposing them to the relevance of SMEs to the Bank, and the range of financing opportunities that the Bank avails to SMEs. Titi Osuntoki, the Executive Director,

Business Banking remarked that the Bank's competitive edge lies in its efficient electronic channels, trained and highly skilled workforce, competitive products and pricing, accessibility of loans and advances, support services, financial and business development advisory services which Access Bank provides to SMEs. In addition, the Head of SME Support, Access Bank, Oyediji Atoyebi, informed that the Bank, in its quest to support small businesses, has evolved several strategies and products to help alleviate the funding challenges faced by SMEs. Oyediji assured attendees that Access Bank is now more ready to assist SMEs explore opportunities inherent in the large available market, increase awareness of the SMEs' role in the economy, obtain government finance intervention, provide access to overdraft line, trade finance, assets finance and other related facilities, including availing them investment account products that help manage surplus cash flows, providing acceptable yields for customers. These SMEs have great potential for employment generation, improvement of local technology, output diversification and boosting of indigenous entrepreneurship.

Hence why Access Bank, above many of our industry peers, will continue to extend impactful partnerships to SMEs in our 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 concerning family 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 discounted offers as well as freebies on health, beauty and fitness.

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

Indeed, "W" is all about raising and grooming and sustaining –in communities around us – a continuing generation of women that are inspired, healthy, connected and empowered. It is Access Bank's commitment to banking women.

All of these exciting initiatives re hosted on the "W" initiative website, www.thewcommunity.com, an online community for Access women. Since its inception, millions of Naira has been spent on "W" and its component initiatives.

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 institution 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 businesses or 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 20: Community development and investment projects (Bank and employee volunteers)

Community Focus Area	Programme/Initiative	INPUTS			
		Cash	Time		
	01. Activity Name	02. Value Of Cash Contributions (Naira)	03. Total Hours Volunteered In Company Time	04. Value Of Staff Time Contributed Naira	05. Total Value Of Contributions (Naira)
Education	Educational empowerment/Computer Literacy Initiative.	210,000.00	120	197,260.27	407,260.27
	Recipient: Pacelli School of the Blind				
	Volunteer Unit: Corporate Counsel				
	Infrastructural Contribution: • Provision of two (2) laptops, one (1) Internet modem, Internet subscription for six (6) months				
	Attitudinal Contribution: • organising reading classes and inspirational sessions for students of Pacelli School for the Blind				
	Impact: • making teaching easier and faster • installation of text-to-speech software that talks and enables students to carry out commands they hear				
	"A-Word-A Day" Education Initiative.	121,750.00	20	123,744.29	245,494.29
	Recipient: Olomu Primary School, Ajah, Lagos				
	Volunteer Unit: Customer Experience				
	Infrastructural Contribution: • 10 pieces of new plastic tables • 40 pieces of new plastic chairs • 80 pieces of 20-leaf notebooks • 50 pieces of pencil sharpeners • 50 pieces of erasers • 5 dozens of pencils • 30 pieces of "New Trends in English Language" Textbooks • 30 pieces of "New Trends in Mathematics" Textbooks • 60 pieces of "Compendium Fine and Creative Art" Textbooks				
	Attitudinal Contribution: • Volunteering staff time for teaching pupils				
	"A-Word-A Day" Education Initiative.	2,681,500.00	432	258,064.00	2,939,564.00
	Recipient: Bonny Camp Primary School, Lagos				
	Volunteer Unit: Personal Banking Group				
	Infrastructural Contribution: • Classroom furniture • Drilling and Installation of Boreholes, pumping machine and 2 water tanks • Electric Fans and other electrical fittings and fixtures. • Patching and Painting of Toilet walls, Fence walls and internal walls of classroom • Installation of additional water closets.				



INPUTS

Community Focus Area	Programme/Initiative	Cash	Time	04. Value Of Staff Time Contributed Naira	05. Total Value Of Contributions (Naira)
Education	Support our School Initiative	600,000.00	50	108,012.96	708,012.96
	Recipient: Ikosi Primary School, Lagos				
	Volunteer Unit: Internal Audit				
	Infrastructural Contribution: <ul style="list-style-type: none"> Renovation of drainage channel Re-flooring of classrooms Replacement of windows with steel windows Painting of school fence building and replacement of doors Provision of 10 new fans and 18 toilets 				
	Supporting the Blind	13,700,000.00	420	1,260,000.00	14,960,000.00
	Recipient: Nigerian Society for the Blind (NSB)				
	Volunteer Unit: Centralised Operations Group				
	Infrastructural Contribution: <ul style="list-style-type: none"> Assistive technology items for the blind such as Perkins braille machines 4 hostels for 40 people Painting Beds, mattresses, 3 classrooms for 40 people Manual typewriters for 20 students 				
	Attitudinal Contribution: <ul style="list-style-type: none"> Volunteering staff time for teaching pupils 				
	Computer Literacy Initiative	2,297,900.00	80	72,000.00	2,369,900.00
	Recipient: Gbara Community School, Lagos				
	Volunteer Unit: Information & Communication Technology				
	Infrastructural Contribution: <ul style="list-style-type: none"> Computer education 202 G1 Intel Dual Core - 3GHz Windows OS Micro tower + 18.5 inch LV1911 LED monitor Blue Gate BG650VA UPS Acer P1173DLP 3D Projector HP Office Jet PRO 8600 Furniture Swift 4G LTE (Business Plan 7am - 7pm daily, 24GB) PHCN Connection Local Area Connection 				
	Support our School Initiative				
	Recipient: Ikosi Primary School, Lagos				
	Volunteer Unit: Internal Audit				
	Infrastructural Contribution: <ul style="list-style-type: none"> Renovation of drainage channel Donation of teaching aids to the Atunda Olu School for the Physically Blind and Mentally 				

INPUTS

Community Focus Area	Programme/Initiative	Cash	Time	04. Value Of Staff Time Contributed Naira	05. Total Value Of Contributions (Naira)
Education	Support for Children living with Down Syndrome	2,242,000.00	1,632	1,073,856.00	3,315,856.00
	Recipient: <ul style="list-style-type: none"> Down Syndrome Society of Nigeria Atunda Olu Primary School Patmos Orphanage 				
	Volunteer Unit: <ul style="list-style-type: none"> Charity walk to raise awareness and support for vulnerable children Contribution to Therapy Pool Facility Partnership with the Down Syndrome Association of Nigeria - Sponsorship of heart surgery Building and furnishing of the infant section of Atanda Olu School Provision of borehole for Patmos Orphanage Art exhibition for vulnerable children, photography, T shirts and other expenses Charity Bake Sale/Meet the Stars - a fund raising initiative supported by celebrities such as Basketmouth, Miss Tourism, Mr. Nigeria 2007, Lynxx 				
	Expenditure Breakdown <ul style="list-style-type: none"> Sponsorship of heart surgery - N1, 873, 000 Building and furnishing of infant section, Atanda Olu School - N242, 000 Borehole Project - N600, 000 vent activation for vulnerable children - N200, 000 				
	Renovation of a block of six classrooms at Keke N/ Primary School, Agege	200,000.00	38	108,100.24	308,100.24
	Replacement of electric bulbs				
	100 chairs and 20 roundtables				
	Donation of 50 furniture to students of Epetedo High School	215,000.00	30	55,978.38	270,978.38
	17 new white boards				
	Award of N250,000 for business plan winner for the 2nd Lagos State Enterprise Day	250,000.00	0	0.00	250,000.00
	Delivery of Ultra-modern Home Economics Laboratory to Oduduwa Senior Secondary School, Lagos	2, 122, 580	1, 230	413, 306.65	2, 535, 886.65
	Girl Child Mentoring Programme	0.00	30	10, 080. 60	10, 080. 60
	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.	100, 000	0	0.00	100, 000
	Empowerment session and donation of key facilities to Lagos State Correctional Boys Centre	728, 462	15	5, 040.30	733, 502.3
	Cash donation as scholarship to support the secondary school education of orphans under the care of Lydia Women foundation.	100, 000	30	0.00	100, 000



		INPUTS			
Community Focus Area	Programme/Initiative	Cash	Time		
01. Activity Name	02. Value Of Cash Contributions (Naira)	03. Total Hours Volunteered In Company Time	04. Value Of Staff Time Contributed Naira	05. Total Value Of Contributions (Naira)	
Education	Support towards Muritala Mohammed Foundation's 2014 Education for Leadership & Sustainable Development Conference	5,000,000	0	0.00	5,000,000
	Support for School of Entrepreneurship	500,000	0	0.00	500,000
	Support towards CIPM Millennium Building Project	1,000,000	0	0.00	1,000,000
	Infrastructure upgrade (Provision of chairs, flat screen televisions, and construction of an entrance) for the General Hospital, Kaduna.	500,000	20	50,600.16	550,600.16
	Save-a-Life Project (Corrective Surgery for Kids)	2,500,000	2,160	37,804.89	2,537,804.89
	Sponsorship of Friends Africa on World Aids Day Novelty Match	10,000,000	20	15,630.12	10,015,630.12
	Arts & Crafts Exhibition, and Documentary for Children living with Down syndrome	0.00	0	0.00	3,700,000
	Support for Empowerment Support Initiative Of Rivers State	1,900,000	0	0.00	1,900,000
	Support for Salvage Africa Building Project	1,000,000	0	0.00	1,000,000
	Support towards Dreamland Foundation	3,500,000	0	0.00	2,000,000
	Support towards Chike Okoli Foundation	1,000,000	0	0.00	2,000,000
	Support for Centre for Youth Studies	3,000,000.00	0	0.00	600,000
	Support for the Women & Girls Summit 2014	5,000,000.00	0	0.00	5,000,000.00
	Support for the International Short Film Festival	5,000,000.00	0	0.00	5,000,000.00
	Saving One Million Lives Project	80,000,000.00	0	0.00	80,000,000.00
	Outreach Children's Helping Children Breathe Project	500,000.00	0	0.00	500,000.00
	Role of Women in Emerging African Democracies 2014	2,000,000.00	0	0.00	2,000,000.00
	Business Day Annual Giving Back Conference	2,000,000.00	0	0.00	2,000,000.00
	Sponsorship of Two Adolescents living with HIV/AIDS to the 20th International AIDS Day Conference in Melbourne, Australia	3,397,445.00	0	0.00	3,397,445.00
	Orphans and Vulnerable Children Secure Future Programme	2,000,000.00	0	0.00	2,000,000.00
	Africa Leadership Initiative West Africa	155,000,000.00	0	0.00	155,000,000.00
	Nigerian Conservation Foundation Walk for Life	2,000,000.00	0	0.00	2,000,000.00
	Ikoyi Junior Golf Challenge 2014	5,000,000.00	0	0.00	5,000,000.00
	CSR for Eniong Community	259,000.00			259,000.00
	Christopher Kolade Musical Excellence Awards	2,000,000.00			2,000,000.00
	UNICEF Charity Shield	10,000,000.00			10,000,000.00
	Total	299,674,595.00	2,937.00	3,257,016.15	299,931,611.15

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 on a conscious mandate to be the best. Our employees recognise 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 investment into its business. In the course of the year 2014, thousands of Access Bank's employee volunteers 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 live productively 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 organisation's approved Corporate Social Responsibility focus area on Education?

Extraordinary things! This was exactly what happened when Access Bank's Centralised Operations Group (COG) identified the Nigerian Society for the

Blind (NSB) as the beneficiary of her 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 2,000 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 60. 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 tenure 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) hostels for 40 people
- Equipped the room with beds, mattresses for 40 students.
- Roof and some interior finishing with paints.





'WE CARE' PROGRAMME

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 knowledge 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
- PHCN Connection
- 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 will also hopefully continue to aid learning and intellectual development among the male and female students of Gbara Community School.

The Access Bank I.T. team also developed a 52-week roster to ensure weekly visits to the school to tutor students on the practical aspects of computer applications while also conducting routine maintenance of the hardware units.

Being fully conscious of the fact that a lot of information and content on the web are unsuitable for children of that age group, the team deployed internet firewalls on the computer systems to block access to X-rated sites.

Hopefully, within the coming years, several hundreds of students will have been adequately exposed to the theoretical and practical aspects of computer education.

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 Lifeline (CLL), a non-profit charitable organisation. CLL's 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 2104, CLL was funded entirely by voluntary donations and gifts from philanthropists, including the Bank's Personal Banking Division's substantial in-kind donations. 5 personal computers/laptops were made available to CLL's Library in Ibeshe, Ikorodu.

The Division also carried out the following trainings sessions for the children at CLL, based on the team's employee volunteering drive:

- 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 administrators of the Pacelli School in a bid 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 a 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 other 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

PARTNER ORGANISATION	ACTIVITIES
Children's Developmental Centre	<ul style="list-style-type: none"> • Charity Walk • Contribution to Therapy Pool Facility
Down's Syndrome Foundation of Nigeria	<ul style="list-style-type: none"> • Charity Walk • Sponsorship of Heart Surgery
Atanda Olu School	<ul style="list-style-type: none"> • Building and Furnishing the Infant Section of the school • Provision of Borehole

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



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.

SUPPLEMENTARY INFORMATION GRI CONTENT INDEX DATA TABLE

GENERAL STANDARD DISCLOSURES **STRATEGY AND ANALYSIS**

G4 Indicators and DMA	Description Of Disclosure	Report Reference	Pg Number
G4-1	Statement from the most senior decisionmaker of the about the relevance of sustainability to the organization and the organization's sustainability strategy.	Chairman's Statement	1
		Group Managing Director/CEO's Statement	8
<i>Organizational profile</i>			
G4-3	Name of the organization	Access Bank (Cover page)	Cover page
G4-4	Primary brands, products, and services	Our brand and Markets	14
G4-5	Location of the organization's headquarters	Nature of ownership and legal form	13
G4-6	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	Nature of ownership and legal form	13
G4-7	Nature of ownership and legal form	Nature of ownership and legal form	13
G4-8	Markets served (including geographic breakdown, sectors served, and types of customers and beneficiaries)	Our brand and Markets	14
G4-9	Scale of the organization	Nature of ownership and legal form	13
G4-10	Employee and workforce composition	Nature of ownership and legal form	13
		Responsible employment (equal opportunities employment)	49
G4-11	Percentage of total employees covered by collective bargaining agreements	Table 8: Bank-wide updates on the United Nations Global Compact (UNGC): Labour	39
G4-12	Description of supply chain	Supply chain	15
G4-13	Significant changes during the reporting period regarding the organization's size, structure, ownership, or supply chain	Financial Performance and Socio- Economic Benefits	11
		Nature of ownership and legal form	13
		Supply chain	15
G4-14	Whether and how the precautionary approach or principle is being addressed	Table 6: Progress on our collaborative partnerships: United Nations Environment Programme- Finance Initiative (UNEP-FI)	29
		Table 8: Bank-wide updates on the United Nations Global Compact (UNGC): Environment	38
G4-15	Externally developed economic, environmental and social charters, principles, or other initiatives subscribed to endorsed	Adoption of Local and International Best Practices for Sustainable Development	28
		Women's Empowerment Principles	51
		Progress on the Nigeria Sustainable Banking Principles	34
		Progress on the United Nations Global Compact (UNGC)	38



G4 Indicators and DMA	Description Of Disclosure	Report Reference	Pg Number
G4-16	Memberships of associations (such as industry associations) and national or international advocacy organizations	Leadership, Collaborative Partnerships and Commitments to External Sustainability Initiatives	28
Identified material aspects and boundaries			
G4-17	Entities included in the organisation's consolidated financial statements that are covered by the report.	About this Report	5
		Table 5: Stakeholder engagement approaches in 2014: Shareholders	21
G4-18	Process for defining report content and Aspect Boundaries and how the organisation has implemented the Reporting Principles for Defining Report Content	Our Materiality Process	23-25
		Our approach to 'setting standards for sustainable business practices'	17-18
G4-19	Material Aspects identified in the process for defining report content	Our Materiality Process	23-25
G4-20	Aspects Boundary within the organization	Our Materiality Process	23-25
G4-21	Aspects Boundary outside the organization	Our Materiality Process	23-25
G4-22	Effect of any restatements of information provided in previous reports, and the reasons for such restatements	About this report	5
G4-23	Significant changes during the reporting period regarding the organization's size, structure, ownership, or supply chain	Our Materiality Process	23-25
		About this report	5
Stakeholder engagement			
G4-24	List of stakeholder groups engaged	Stakeholder engagement in 2014	19-20
G4-25	Basis for identification and selection of stakeholders	Stakeholder engagement in 2014	19-20
G4-26	Stakeholder engagement approach, including frequency of engagement by type and by stakeholder group, and an indication of whether any of the engagement was undertaken specifically as part of the report preparation process	Stakeholder engagement in 2014	19-20
		Table 5: Stakeholder engagement approaches in 2014	20-23
G4-27	Key topics and concerns raised through stakeholder engagement, and how the organization has responded	Table 5: Stakeholder engagement approaches in 2014	20-23
Report profile			
G4-28	Reporting period (such as fiscal or calendar year) for information provided	About this report	5
G4-29	Date of most recent previous report	About this report	5
G4-30	Reporting cycle (such as annual, biennial)	About this report	5
G4-31	Contact point for questions regarding the report or its contents	Contact us	95
G4-32	The G4 'in accordance' option chosen; GRI Content Index and reference to External Assurance report	About this report	5
G4-33	Policy and current practice with regard to seeking external assurance for the report	About this report	5
		Performance Monitoring, Audits and Evaluation	27-28

G4 Indicators and DMA	Description Of Disclosure	Report Reference	Pg Number
G4-34	Governance structure, including committees of the highest governance body, as well as any committees responsible for decision-making on economic, environmental and social impacts	Corporate governance, Ethics and Integrity	26
		Corporate Governance and Sustainability	26
		Progress on the Nigeria Sustainable Banking Principles: E&S Governance	36
		Table 5: Stakeholder engagement approaches in 2014: Shareholders	21
Ethics, integrity and whistle-blowing			
G4-56	Organization's values, principles, standards and norms of behavior such as codes of conduct and codes of ethics	Corporate Philosophy	16
		Our vision	16
		Our mission	16
		Our core values	16-17
Ethics, integrity and whistle-blowing			
G4-19	Material Aspects identified in the process for defining report content	Our Materiality Process	23-25
G4-20	Aspects Boundary outside the organization	Our Materiality Process	23-25
G4-21	Aspects Boundary outside the organization	Our Materiality Process	23-25
G4-22	Effect of any restatements of information provided in previous reports, and the reasons for such restatements	About this report	5
G4-23	Significant changes during the reporting period regarding the organization's size, structure, ownership, or supply chain	Our Materiality Process	23-25
		About this report	5
Specific standard disclosures			
Category: economic			
Material aspect: economic performance			
G4-DMA	Disclosure on Management Approach	Financial Performance and Socio- Economic Benefits	11
G4-EC1	Direct economic value generated and distributed	Financial Performance and Socio-Economic Benefits	11
G4-EC2	Financial implications and other risks and opportunities for the organization's activities due to climate change	Table 6: Progress on our collaborative partnerships: United Nations Environment Programme - Finance Initiative (UNEP-FI)	29
		Energy and greenhouse emissions	61
Material aspect: indirect economic impacts			
G4-DMA	Disclosure on Management Approach	Communities and the wider society	5
		Financial Performance and Socio- Economic Benefits	11
G4-EC7	Development and impact of infrastructure investments and services supported	Employee Volunteering Scheme	77-81



G4 Indicators and DMA	Description Of Disclosure	Report Reference	Pg Number
G4-EC8	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
Category: environmental			
Material aspect: energy			
G4-DMA	Disclosure on Management Approach	Beyond Environmental Compliance	61
		Energy and Greenhouse Emissions	61-62
G4-EN6	Reduction of energy consumption	Energy and Greenhouse Emissions	61 - 62
Material aspect: water			
G4-DMA	Disclosure on Management Approach	Beyond Environmental Compliance	61
		Water	62
G4-EN9	Water sources significantly affected by withdrawal of water	Water	62
Material aspect: emissions			
G4-DMA	Disclosure on Management Approach	Beyond Environmental Compliance	23-25
		Energy and greenhouse emissions	61-62
G4-EN19	Reduction of GHG emissions	Energy and greenhouse emissions	61-62
Material aspect: products and services			
G4-DMA	Disclosure on Management Approach	Cushioning the Environmental (and Social) Impact of our Financial Products, Services and Activities	62 - 63
G4-EN27	Extent of impact mitigation of environmental impacts of products and services	Cushioning the Environmental (and Social) Impact of our Financial Products, Services and Activities	62 - 63
Material aspect: compliance			
G4-DMA	Disclosure on Management Approach	Environmental Performance	61
		Table 5: Stakeholder engagement approaches in 2014: regulatory compliance	21
G4-EN29	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations	Environmental Performance	61

G4 Indicators and DMA	Description Of Disclosure	Report Reference	Pg Number
Material aspect: supplier environmental assessment			
G4-DMA	Disclosure on Management Approach	Vendor selection process	64
		Environmental and Social Due Diligence	65
G4-EN32	Percentage of new suppliers that were screened using environmental criteria	Environmental and Social Due Diligence	65
Material aspect: environmental grievance mechanisms			
G4-DMA	Disclosure on Management Approach	Ethics, Integrity and Whistleblowing	26 - 27
		Cushioning the Environmental (and Social) Impact of our Financial Products, Services and Activities	62 - 63
G4-EN34	Number of grievances about environmental impacts filed, addressed, and resolved through formal grievance mechanisms	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-DMA	Disclosure on Management Approach	Employees: our people and our culture	49
		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
		Table 8: Bank-wide updates on the United Nations Global Compact (UNGC): Labour	38-39
Material aspect: occupational health and safety			
G4-DMA	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-DMA	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



G4 Indicators and DMA	Description Of Disclosure	Report Reference	Pg Number
Material aspect: Diversity and equal opportunity			
G4-DMA	Disclosure on Management Approach	Responsible employment (equal opportunities employment)	49
G4-LA12	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)	49
		Non-discrimination and physical disability	49-50
		Women Empowerment: Women on board	50
Material aspect: Supplier assessment for labor practices			
G4-DMA	Disclosure on Management Approach	Vendor selection process	64
		Environmental and Social Due Diligence	65
G4-LA14	Percentage of new suppliers that were screened using labor practices criteria	Environmental and Social Due Diligence	65
Material aspect: Labor practices grievance mechanisms			
G4-DMA	Disclosure on Management Approach	Ethics, Integrity and Whistleblowing	26-27
G4-LA16	Number of grievances about labor practices filed, addressed, and resolved through formal grievance mechanisms	Employees: our people and our culture	49
Sub-category: Human rights			
Material aspect: Investment			
G4-DMA	Disclosure on Management Approach	Table 6: Progress on our collaborative partnerships: United Nations Principles for Responsible Investment (UNPRI)	30-31
G4-HR1	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)	30-31
Material aspect: Non-discrimination			
G4-DMA	Disclosure on Management Approach	Responsible employment (equal opportunities employment)	49
		Non-discrimination and physical disability	49
		Women Empowerment: Women on board	50
G4-HR3	Total number of incidents of discrimination and corrective actions taken	Non-discrimination and physical disability	49

G4 Indicators and DMA	Description Of Disclosure	Report Reference	Pg Number
Material aspect: Diversity and equal opportunity			
G4-DMA	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	35
		Percentage of security personnel trained in the organization's human rights policies or procedures that are relevant to operations	49
G4-HR7	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	49-50
Material aspect: Supplier human rights assessment			
G4-DMA	Disclosure on Management Approach	Vendor selection process	64
		Environmental and Social Due Diligence	65
G4-HR10	Percentage of new suppliers that were screened using labor practices criteria	Environmental and Social Due Diligence	65
Material aspect: Human rights grievance mechanisms			
G4-DMA	Disclosure on Management Approach	Ethics, Integrity and Whistleblowing	26-27
		Table 8: Bank-wide updates on the United Nations Global Compact (UNGC): Human rights	38-39
		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	35
G4-HR12	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	38-39
		Table 7: Bank-wide updates on the Nigeria Sustainable Banking Principles: Principle 3: Human Rights: We will respect human rights in our Business	35
Sub-category: Society			
Material aspect: Local communities			
G4-DMA	Disclosure on Management Approach	Communities and the wider society	66
		Employee Volunteering Scheme	77
G4-SO2	Operations with significant actual and potential negative impacts on local communities	Communities and the wider society	66-77
		Employee Volunteering Scheme	77-81



G4 Indicators and DMA	Description Of Disclosure	Report Reference	Pg Number
Material aspect: Diversity and equal opportunity			
G4-DMA	Disclosure on Management Approach	Table 8: Bank-wide updates on the United Nations Global Compact (UNGC): Anti-corruption	39 - 40
		Ethics, Integrity and Whistleblowing	26-27
G4-SO3	Total number and percentage of operations assessed for risks related to corruption and the significant risks identified	Table 8: Bank-wide updates on the United Nations Global Compact (UNGC): Anti-corruption	39-40
G4-SO4	Communication and training on anticorruption policies and procedures	Table 8: 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 8: Bank-wide updates on the United Nations Global Compact (UNGC): Anti-corruption	39-40
		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 8: Bank-wide updates on the United Nations Global Compact (UNGC): Anti-corruption	39-40
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
		Environmental and Social Due Diligence	65
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
		Communities and the wider society	66
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 noncompliance 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	47
Material aspect: Compliance			
G4-DMA	Disclosure on Management Approach	Trust, Responsiveness, Confidentiality and Sincerity to our Customers	47
		Responsible marketing	47
		Table 5: Stakeholder engagement approaches in 2014: shareholders: regulatory compliance	21
G4-PR9	Monetary value of significant fines for non-compliance with laws and regulations concerning the provision and use of products and services	Trust, Responsiveness, Confidentiality and Sincerity to our Customers	47
		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

G4 Indicators and DMA	Description Of Disclosure	Report Reference	Pg Number
Material aspect (financial services sector supplement): active ownership			
G4-DMA	Disclosure on Management Approach	Table 6: Progress on our collaborative partnerships: United Nations Principles for Responsible Investment (UNPRI)	30-31
G4-FS10	Percentage and number of companies held in the institution's portfolio with which the organization has interacted on environmental or social issues	Table 6: Progress on our collaborative partnerships: United Nations Principles for Responsible Investment (UNPRI)	30-31

01. OBJECTIVES

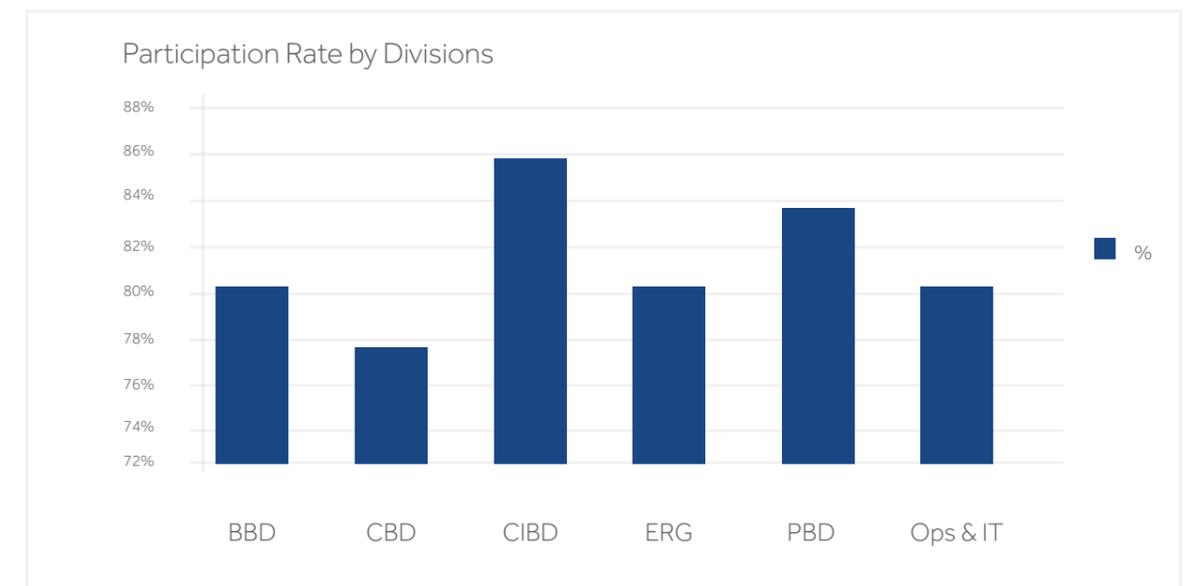
The objectives of the 2014 employee satisfaction survey are:

- 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.

2.1 Participation Rate by Divisions

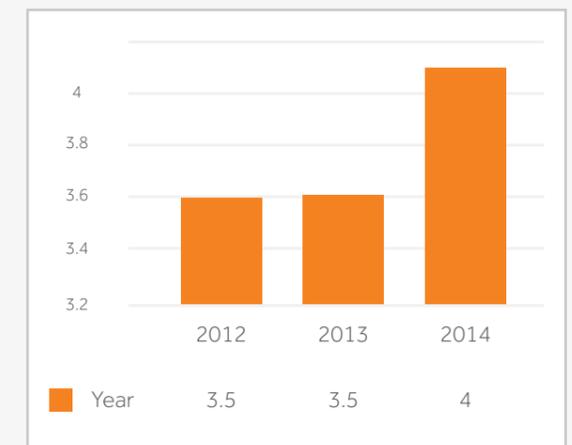


03. EMPLOYEE SATISFACTION INDEX

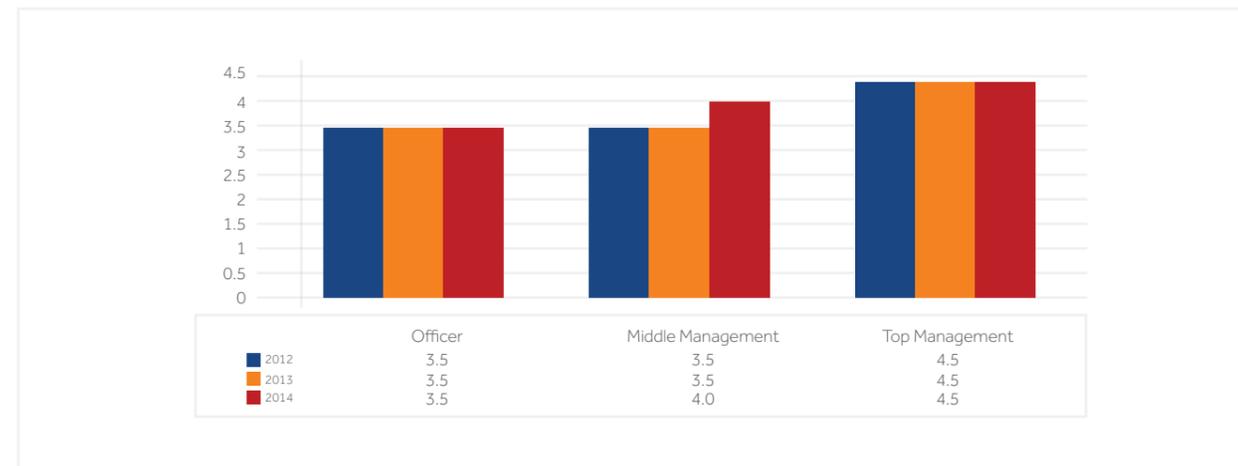
The total number of employees that participated in the survey was 82%, which was higher than the planned level of 80%. The high participation is largely attributable to the leadership role played by Group Heads and Strategic Business Unit Heads.

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. The review in remuneration impacted on Employee's satisfaction.
2. 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.

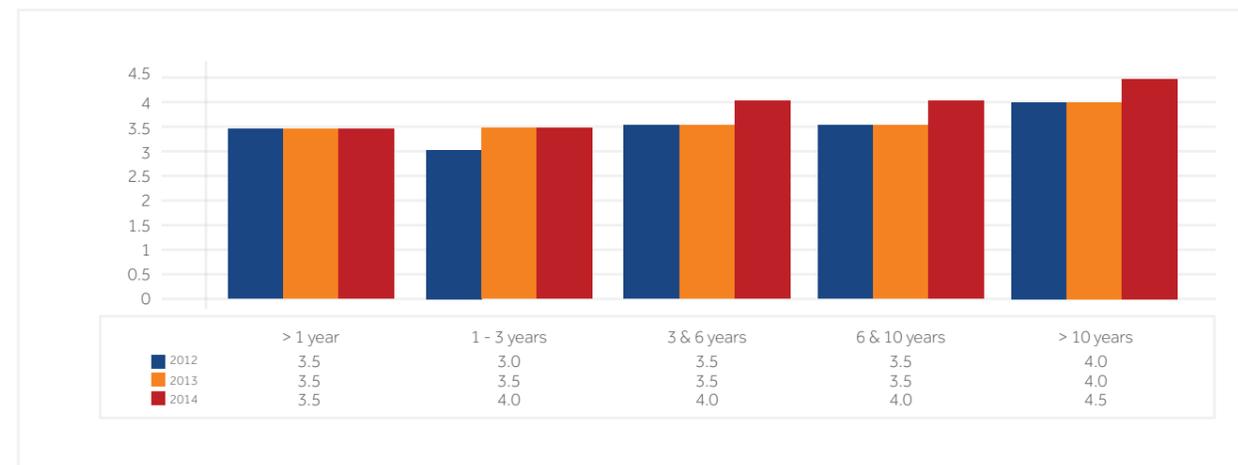


3.1 Satisfaction Index by Grade Level



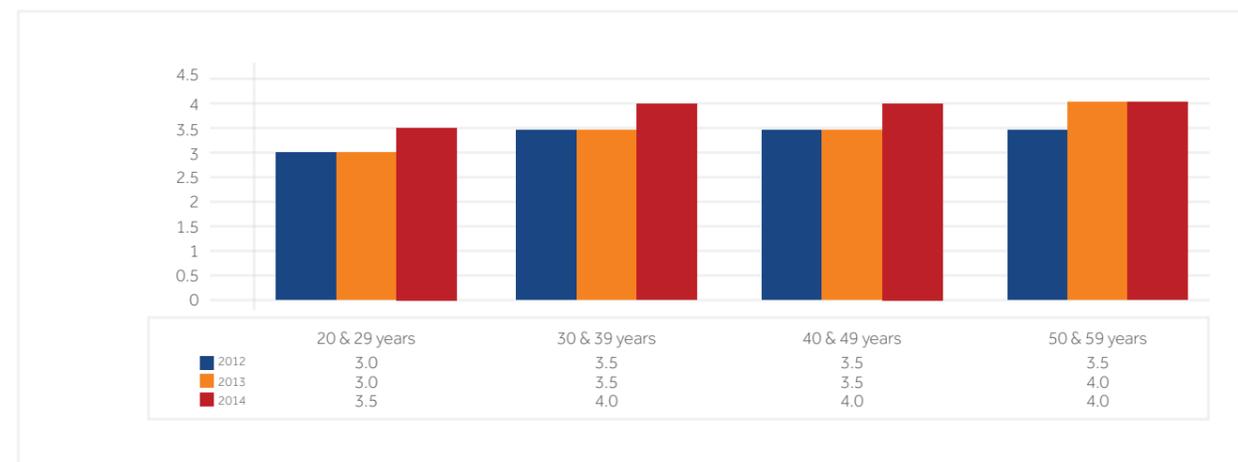
Employee satisfaction index remained constant for officers and top management but increased for middle managers for the period under review. The increase is due to the career advancement opportunities within the Bank.

3.2 Satisfaction Index by Length of Service



Satisfaction index increased for those between 6 – 10 years, and those above 10 years. The increase is attributed to the belief of the employees in the above categories that the Bank is a great place to work and a complete buy-in into the Access Way.

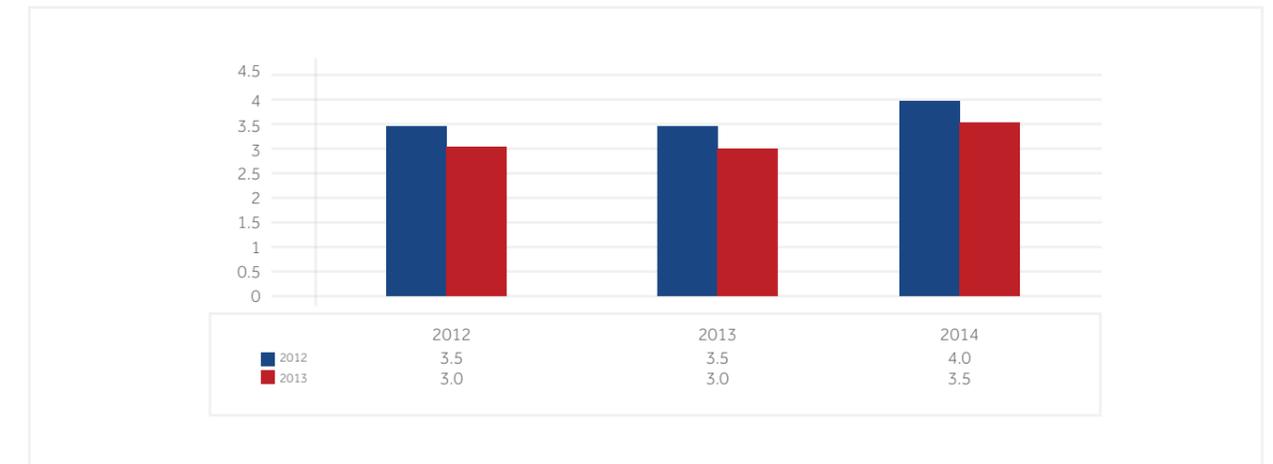
3.3 Satisfaction Index by Age Band



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 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.

3.5 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 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.

3.6 Satisfaction Index for Top Performers



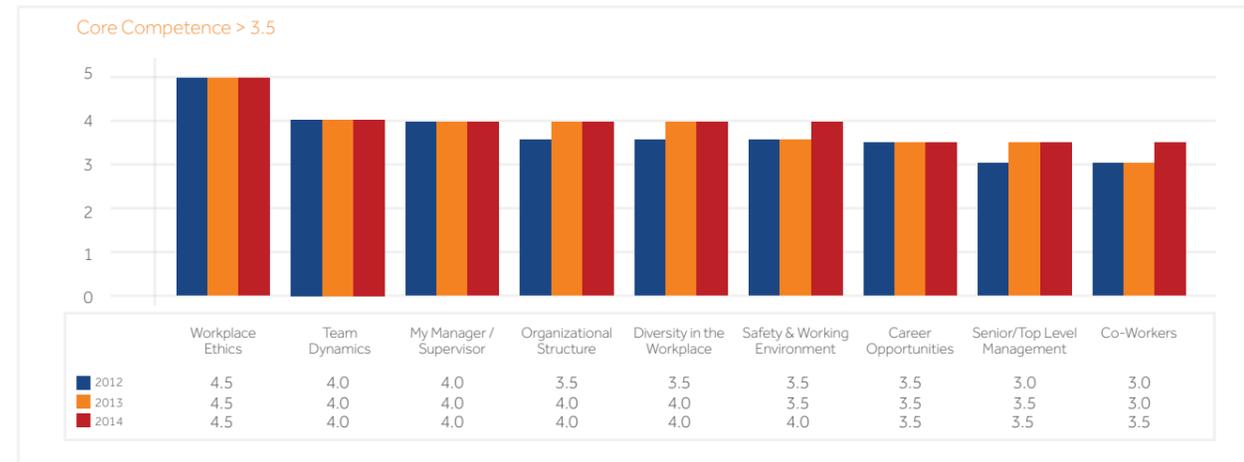
The increase in the satisfaction Index increased for Key talents due to the overseas training opportunities made available to them and the recognition of their contribution to the Bank's achievement.



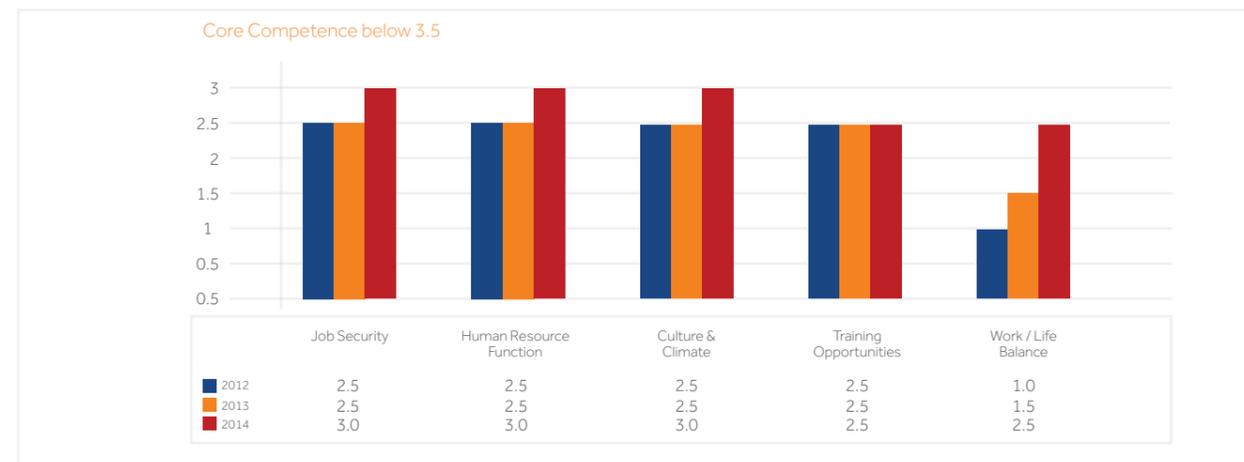
04. CORE COMPETENCIES

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



4.2 Competencies with Satisfaction Indexes below 3.5



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 distinct development needs.

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

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

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

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

INDEPENDENT ASSURANCE STATEMENT

Independent assurance statement by CSR-in-Action to Access Bank Plc on the 2014 GRI G4 Sustainability Report for reporting period January to December 2014.

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 determining 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 behavior 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 in error is reduced but not zero. Our liabilities 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 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 Banks 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; neither 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.



