

# Creating Wealth SUSTAINABLY

• 2016 Sustainability Report •

(An abridged version submitted to the UN Global Compact)





## About This Report

Zenith Bank's Sustainability Report 2016 ('Creating Wealth Sustainably') covers the period January 1, 2016 to December 31, 2016. It is an annual report that discloses our economic, environmental and social performance in the financial year 2016, and our plans and targets for the next five to ten years.

It is our second standalone Sustainability report, coming after the first report that was published in August 2016, and which covered the period January 1, 2015 to December 31, 2015.

While our 2015 Sustainability Report was written in accordance with the Global Reporting Initiative (GRI) G4 disclosure guidelines, the 2016 report is prepared in accordance with the new GRI Standards unveiled in October 2016 by the Global Sustainability Standards Board (GSSB); using the Core option (GRI 102-54); and the GRI content index (GRI 102-55).

The General Disclosure and Management Approach guidelines for the different indicators, as well as the Financial Services Sector specific disclosure guidelines are followed in the reporting. It includes a Sustainability Materiality Matrix covering all issues and indicators that were material to us during the review period. The boundaries for the different identified impacts are clearly indicated.

The report underscores our progress and challenges in sustainable banking during the period under review. It discloses our positive and negative footprints on the economy, natural environment and the society in 2016.

It also highlights the different stakeholders' engagement platforms that we deployed, the material issues that emerged from these engagements, and how they were managed and or addressed during the year.

Criteria that defined our material topics and boundaries for the 2016 report are:

- Stakeholder expectations and concerns
- Financial sector specific requirements
- Zenith Bank's strategy regarding sustainability and value creation

Topics that met the three criteria were considered to

be material and were defined based on the significance of their impacts in our value chain.

Disclosures made in this report cover only the Nigerian operations of Zenith Bank Plc, unless otherwise stated.

The report integrates the reporting requirements of other sustainability principles that we are committed to by choice or by regulation, including principles and standards of the United Nations Global Compact (UNGC's 10 Principles); United Nations Environment Program Finance Initiative (UNEP-FI); United Nations Universal Declaration of Human Rights; International Labor Organization (ILO); International Finance Corporation (IFC) Performance Stan-

***This year's report provides the first major gauge of our progress in the sustainability journey, following our 2015 report which constituted our baseline.***

dards; ISO26000; the Organization for Economic Cooperation and Development (OECD); the Central Bank of Nigeria's Sustainable Banking Principles (NSBP), among others.

This year's report provides the first major gauge of our progress in the sustainability journey, following our 2015 report which constituted our baseline.

Ernst & Young Limited conducted a limited independent external assurance on the report, using the International Framework for Assurance Engagements and International Standards on Assurance Engagements 3000: Assurance Engagements Other Than Audits or Reviews of Historical Financial Information (ISAE 3000) developed by the International Auditing and Assurance Standards Board and in accordance with The International Standard on Assurance Engagements 3410: Assurance Engagements on Greenhouse Gas Statements under the auspices of the International Federation of Accountants (IFAC). The external assurance procedure included on-site visits, interviews with relevant KPI managers and verification of related documents and data.

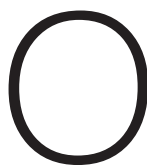




Jim Ovia, CON  
Chairman, Zenith Bank Plc

## Chairman's Statement

### Sustainable Banking: OUR STRATEGIC DIRECTION



Our sterling performance in 2016 despite the difficult domestic and global economic terrain attests to the loyalty and trust of our customers and the dogged commitment and productivity of our employees. Indeed, these stakeholders play a pivotal role in the continued resilience of the Zenith brand ... another reason why we will continually engage them for our mutual benefits.

As the journey progresses, we increasingly see the concept of 'sustainability' as the lowest hanging fruit in our mission to sustain strong growth and propel sustainable wealth creation.

At Zenith Bank, we remain committed to driving sustainable banking and occupying industry leadership in the attainment of the United Nation's Sustainable Development Goals. More and more, we understand that our business can only succeed, and indeed, survive, in an economic, ecological and social environment that is conducive, healthy, and thriving.

Our vision and strategy is to build the Zenith brand on enduring and solid structures that are synonymous with integrity, transparency, professionalism, fairness and excellent corporate governance.

In 2016, we made significant progress in our vision to entrench sustainability principles into our business operations, including our products offering, credit and loan administration, vendors' relations, and employee management. It is significant that in the year under review, we begun the strict enforcement of uniform closing hours in all our business locations, effecting a 5pm closing time bank wide. This was in our quest to improve work-life balance for our employees, while also cutting down on our carbon footprints. This policy has been highly rewarding for all stakeholders reducing the work hours of our employees, improving our energy efficiency significantly, while also cutting down on our energy cost and carbon emission. Importantly, this initiative has boosted staff enthusiasm, efficiency and productivity in our workplace.

Our local communities constitute part of the Zenith family. We treat the wellbeing of our host communities with utmost seriousness and constantly elicit their feedback on how we could continue to live better, together. Such feedback fast-tracked the building of our ultra-modern, 1000-capacity staff car park that was unveiled in 2016 at our head office complex. The project was part of our efforts at curbing indiscriminate parking around the host communities and reducing traffic challenges and the activities of miscreants. The initiative also enhanced landscaping in the communities, lighting of adjoining streets and walkways, and access for persons living with disabilities.

We are mindful of our actual and potential negative environmental and social footprints and have adopted the precautionary approach to environmental and social (E&S) risk management, to minimize the risks that our business operations pose to the physical environment and the society, and to avert them before they actually crystalize. To this end, we have made significant efforts to improve on our business processes, and have integrated environmental and social risk considerations into our credit and investment decisions. We understand that our financial intermediary role exposes the bank to indirect environmental and social footprints, especially from our investees, creditors, vendors, suppliers and contractors. Adopting the precautionary approach to E&S risk management has helped us to be more proactive and forward looking in managing our overall footprints.

**As the journey progresses, we increasingly see the concept of 'sustainability' as the lowest hanging fruit in our mission to sustain strong growth and propel sustainable wealth creation.**

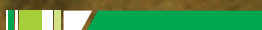
We may not have met all our sustainability objectives for 2016. But it was a remarkable year in our journey, especially as we have been able to set clear goals and direction, and are more certain about how we will accomplish them. For us, having a workforce that is increasingly aware and passionate about the wellbeing of the physical environment and the less privileged in our society is the natural first step towards achieving our overall sustainability objectives. One of our biggest achievements in 2016 was creating widespread awareness about, and enthusiasm for sustainable business principles, policies and practices within the workforce. With this done, we are certain of more rapid progress in the years ahead. This is indeed a critical first step because our people are the propeller of our overall strategy and vision.

  
**Jim Ovia, CON**  
*Chairman*





# About ZENITH BANK







# Corporate Profile

**Z**enith Bank Plc is one of Africa's foremost financial institutions, serving individual customers and corporate businesses with a range of financial products and services. The Bank has assets base of over N4.28 trillion as at December 31, 2016. Its stocks are traded on the Nigerian Stock Exchange (NSE) and the London Stock Exchange (LSE).

With head office in Lagos, Nigeria, Zenith Bank offers best-in-class banking services from 383 branches (367 branches were operational as at year end 2016), 62 cash offices and 60 offsite ATM locations across all States of Nigeria and the Federal Capital Territory (FCT), Abuja. The Zenith Bank Group also has presence in the United Kingdom (UK), Ghana, Sierra Leone, The Gambia, South Africa, China and the United Arab Emirates (UAE).

The Bank places high premium on its core business strategy which is anchored on its **People, Technology**

**and Service.** Exceptional service delivery that exceeds clients' expectations is the banks' cardinal driver.

With strict adherence to global best practices, Zenith Bank combines vision, professionalism, expertise and ICT to create products and provide services that anticipate and surpass customers' expectations.

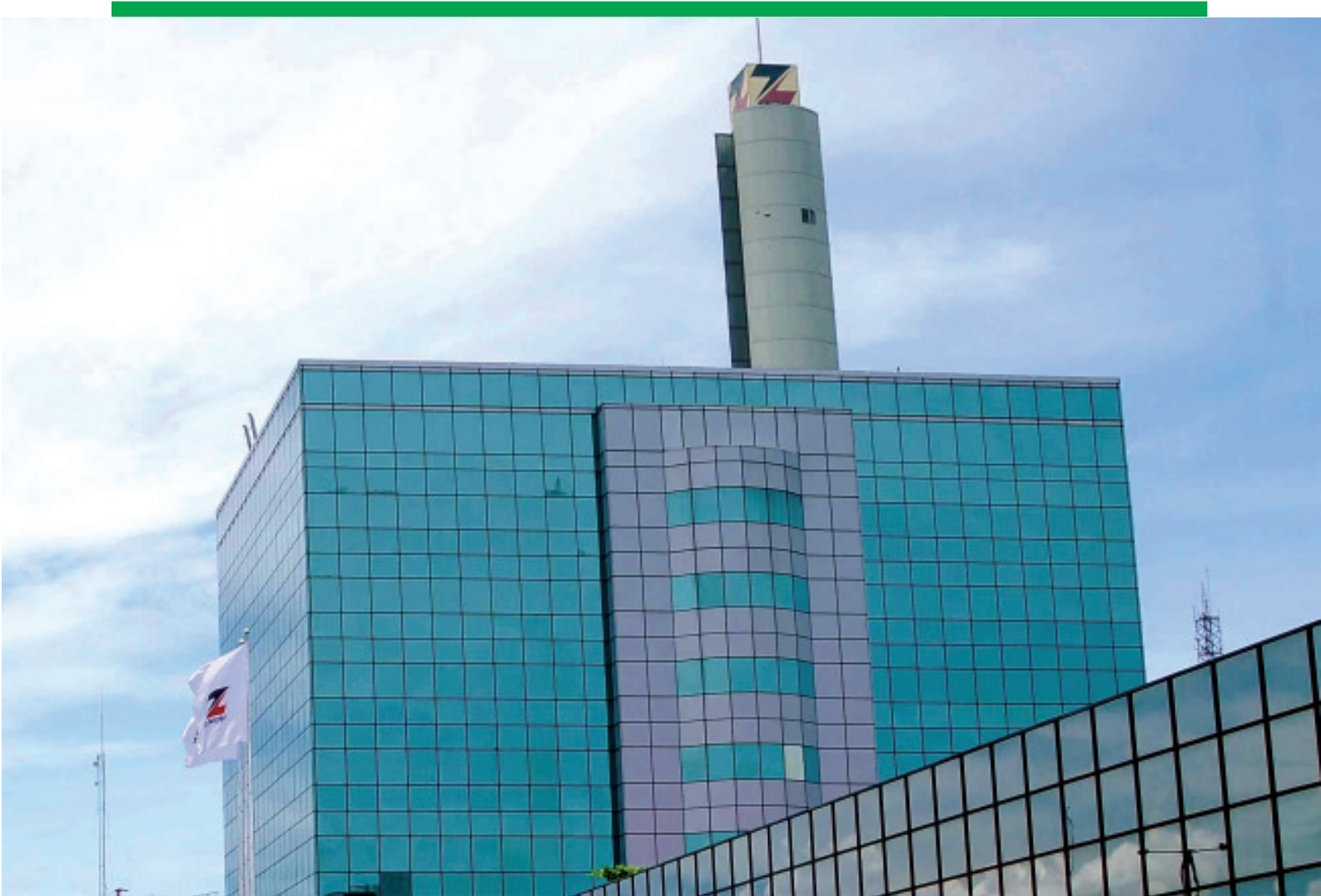
## Our strengths

- Innovation
- Good financial performance
- Stable and dedicated management team
- Highly skilled and motivated workforce
- Leadership in the use of Information and Communication Technology
- Strategic service delivery points
- Good asset quality

## Our vision

"To build the Zenith brand into a reputable international





financial institution recognized for innovation, superior customer service and performance while creating premium value for all stakeholders”.

#### Our mission

“To establish a presence in all major economic and financial centers in Nigeria, Africa and indeed all over the world, creating premium value for all stakeholders”

Our core values

- Integrity
- Professionalism
- Excellence
- Ethics
- Commitment
- Transparency

Our values,  
principles,  
standards, and  
norms of behavior  
define our  
corporate identity,  
culture, who we  
are and all we  
aspire to be.

- Service
- Equity

Our core values are derived from our collective vision as an institution and are propagated to all employees of the bank using diverse platforms, including trainings, mentoring, internal correspondences, and employees’ manuals and handbooks.

Our values, principles, standards, and norms of behavior define our corporate identity, culture, who we are and all we aspire to be.

Our objective is to ensure that every member of our team recognizes and understands these values and are bound by them. This is why they constitute an important aspect of our orientation program for new entrants, and the reason why supervisors, line managers, execu-



tive management and board monitor compliance at all levels.

We also ensure that our business partners, vendors, contractors and suppliers understand these values and imbibe them in their dealings with us. Similarity in values is taken into consideration in our decisions to engage business partners. This is why we will continually review our Service Level Agreements (SLAs) with third parties to accommodate these core values and standards, and build in evolving environmental and social issues.

### Strategic Objectives

The strategic objective of Zenith Bank remains the continuous improvement of its capacity to meet stakeholders' changing needs, sustained excellent service delivery and consistent growth in a volatile business environment. This we plan to achieve through:

- Continuous investment in branch network and business expansion, thus bringing quality banking services closer to our existing and potential customers
- Continuous investment in and deployment of state-of-the-art technology and ICT platform
- Employing and retaining the best personnel available
- Continuous investment in training and re-training of our personnel
- Maintaining and reinforcing our core customer service delivery charter
- Sustaining strong profitability and adequate Return on Equity (ROE)
- Remaining conservative but innovative
- Sustaining a strong balance sheet size with adequate liquidity and capital base
- Sustaining our brand and premium customer services
- Cautious and synergistic global expansion
- Remaining customer service focused
- Continuous emphasis on use of technology as a competitive tool
- Continuous considerations for and mitigation of the social, economic and environmental impacts of our business decisions and actions on the communities where we operate
- Maintaining strong risk management and corporate governance practices
- Maintaining open channels of engagement with key stakeholders and continuously striving to surpass their



expectations

- Continuous enhancement of our processes and systems platforms to deliver new capabilities and improve operational efficiencies and economies of scale
- Maintaining strong risk management and corporate governance culture
- Ensuring proper pricing for our products and services and overall products responsibility
- Continuous delivery of superior and tailor-made service experience to all our customers at all times, and in all regions where we operate

### External collaborations & institutional membership

Zenith Bank is committed to several Sustainability principles, standards and initiatives that support our goals and objectives. We became a member of the United Nations Environment Program's Finance Initiative, (UNEP-





FI) in May 2008; United Nations Global Compact (UNGC) in August 2014; signatory to the regulatory Central Bank of Nigeria's Nigerian Sustainable Banking Principles (NSBP) in July 2012; member of the Global Reporting Initiative (GRI) Gold Community in July 2016.

We also endorse the International Labor Organization's (ILO) Sustainability Standards; International Finance Corporation (IFC) Performance Standards; ISO26000; the Organization for Economic Cooperation and Development's (OECD) Responsible Business Conduct for Institutional Investors Guidelines. We are an active member of the NSBP Steering Committee and the industry's Sustainability Champions' Group.

We are also a member of the World Economic Forum; the Nigerian Economic Summit Group; Nigeria-South Africa Chamber of commerce; Nigerian-British Chamber of Commerce; Nigerian-America Chamber of Commerce; US-Nigeria Council on Food Security, Trade

**Zenith Bank is committed to several Sustainability principles, standards and initiatives that support our goals and objectives.**

and Investment; Chartered Institute of Bankers of Nigeria; NEPAD Business Group (Nigeria); Financial Institutions Training Centre (FITC); Equipment Leasing Association of Nigeria, among others.

These collaborations have boosted our overall preparedness for the sustainability journey, giving us access to a global network of experts, ideas, implementation guidelines and world-class training and capacity building.



## ZENITH BANK GROUP FINANCIAL HIGHLIGHTS

As at December 2016 (Amounts in Millions of Dollars)

Year-End 2016 Figures In USD

**\$15,528**

Total Assets

**\$7,500**

Loans to Customers

**\$2,307**

Shareholders' Equity

**\$425**

Profit After Tax

**\$9,774**

Customers' Deposits

**5,970**

Employees

**367**

Business Branches (Nigeria)







Peter Amangbo  
GMD/CEO, Zenith Bank Plc

## GMD/CEO's Statement

### Building Capacity, **LEVERAGING PARTNERSHIPS**

**T**he socioeconomic challenges in 2016 again re-emphasized the urgent need for governments at all levels, multilateral institutions, and major corporations to demonstrate stronger commitment to closing the widening gap between the rich and the poor. With millions of jobs lost and many households experiencing deteriorating standards of living, 2016 came with a compelling call for us to strengthen our corporate social responsibility and enhance our social investments in host communities.

We are excited by the fact that, despite the economic recession in our key market, the year ended with significant growth for the Bank. We leveraged on the commitment and loyalty of key stakeholders – employees, customers, investors and shareholders – to register another outstanding economic, environmental and social performance.

Our sustainability vision remained on course during the year, with much of the emphasis on building the needed capacity that would see us through the journey, sustainably. Training and capacity building was our key priority. This strategy was driven by the realization that we cannot go far in the sustainability journey without having in place a workforce that is knowledgeable and equipped with the requisite tools to drive sustainable banking. A workforce that is well-informed about sustainability would help trigger the behavioral change that will expedite our progress.

Significantly, we trained over 5,000 employees on Sustainability and Environmental and Social Risks Management using classroom and online platforms. These trainings were tailored towards bridging the observed skills and knowledge gaps, and mobilizing the commitment of our people towards our sustainability vision. We understand that the road to sustainable banking would be smoother and easier when our people – the key drivers – clearly understand the direction we are going and the roadmap for getting there.

It is worthy of note that much of the Sustainability trainings deployed within the year drew participation from all levels of staff, from the entry to the senior and executive management. We are focused on building, from this outset, an enterprise-wide passion and commitment that will drive our sustainability objectives way into the future.

We understand however that as an institution, we cannot make this journey alone. We therefore leveraged several national and international partnerships and collaborations within the year. We strengthened our membership of the Central Bank of Nigeria's Sustainability Implementation Committees. We joined the GRI Gold Community. We attended environmental and social risk management trainings organized by the International Finance Corporation (IFC), United Nations Global Compact (UNGC) and several others.

As a responsible financial services institution, building the bridge towards reaching the massive unbanked Nigerian adult population is one of our biggest corporate assignments. Financial inclusion brings with it socio-economic empowerment for households and communities, which in turn improves overall living standard and wellbeing. Financial inclusion was therefore one of our major social investment initiatives in 2016. We will continue to support the diverse government programs in this regard, especially as championed by the Central Bank of Nigeria (CBN).

In our business operations and relations with third parties, we remain committed to ensuring that our vendors, suppliers, contractors and investees are aware of evolving environmental and social risk challenges, and are supported with the tools they require to achieve compliance and best practices. This is indeed key for our sustainability strategy because, as a financial services institution that intermediates in virtually all sectors of the economy, our major environmental footprints result from the activities of third parties. Enhancing the environmental and social practices of these stakeholders is a key way we could reduce our own footprints. Beyond managing footprints arising from our internal operations therefore, we will continue to keep an eye on our business partners to ensure responsible business practices. This we can achieve by, among other measures, making responsible behavior a precondition for our business partnerships.

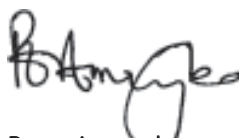
We are also committed to driving the attainment of the United Nations' Sustainable Development Goals

**We understand that the road to sustainable banking would be smoother and easier when our people – the key drivers – clearly understand the direction we are going and the roadmap for getting there.**

(SDGs) in our business practices and social investments. We will continue to support governments at all levels in their efforts towards the attainment of the 17 goals and 169 targets all focused on improving the wellbeing of the people and the natural environment.

We understand that government alone cannot accomplish the ambitious Sustainable Development Goals without the active support of responsible corporate citizens such as us. This informs why we entered into strategic relationship with the US-Nigeria Council for Food Security, Trade and Investment as a Founding Member in 2016. Our aim in this regard is to further deepen trade and investment ties between the US and Nigeria for inclusive economic growth and development in our biggest market.

While slow progress is being made in the quest for a healthier, cleaner, safer, and more enduring environment, creating mass awareness on the dangers that a violated environment portends to the present and future generations remains a daunting task that all stakeholders must collectively confront. This is one of the assignments that we have set before us. And we will continue to support credible initiatives by government and non-government institutions in this regard.



**Peter Amangbo**  
Group MD/CEC









# Zenith Bank's Implementation of the Ten Global Compact Principles

## HUMAN RIGHTS

### Principle 1. Protection of internationally proclaimed human rights.

No organization, entity, or people can function effectively and optimally without recognizing and respecting the rights of others in their sphere of influence. As a global entity, Zenith Bank understands the significance of making sure that the rights of its employees and customers are not violated and that our investees and cli-

of human rights abuse in line with laid down policies. Our Human Rights Policy is drawn in recognition of the principles and standards of the United Nations Universal Declaration of Human Rights.

### Principle 2. Protection against human rights abuses.

The Bank ensures that employees are conversant with their rights as employees. To this end, proper training and awareness programmes on human rights are carried out periodically. Also our Global Credit Committee has continued to ensure that environmental and Social (E&S) due diligence is carried out on our clients and investees. Credit line and loan advances are screened for social risk implications like the violation of labour laws, health and safety requirements and rights of indigenous communities. Zenith Bank is committed to developing and maintaining a structure that upholds human rights and abhors complicity in human rights violation. We will continue to improve on our human right protection and resolution mechanisms.

In the year under review, the Bank carried out a bank wide, compulsory online training on human rights to create awareness in the workforce on their fundamental human rights as citizens and also as employees, and how they can ensure the protection of these rights and the rights of others. In the year under review, 4,628 members of staff received training on Human Rights through our e- learning portal, which represented 77.5 percent of the total work force



ents are not involved in operation that could result in the trampling of the rights of their employees or members of the host communities. As a bank, we go great lengths to ensure that we mitigate and manage any case



## LABOUR

### Principle 3: Freedom of Association and collective bargaining

Zenith Bank complies with all applicable laws, rules and regulations of the countries in which it operates. These include sovereign state legislations on collective agreements, bargaining and freedom of association. We respect employees' right to form, join or not to join labour unions without fear of reprisal, intimidation or harassment. We work with our employees to seek solutions that best align their interests with those of the Bank.

Where employees choose to establish a collective bargaining structure to negotiate their terms and conditions of employment, we remain committed to bargaining in good faith with them and or their representatives. All agreements reached via the collective bargaining process are binding on the Bank and the employees.

### Principle 4: Forced or compulsory labor

Zenith Bank abhors the use of forced or compulsory labor. Our Human Rights Policy expressly prohibits forced or compulsory labor in all our operations, those of our clients, suppliers, and subcontractors. It also prohibits financing clients or projects involved in the use of forced or compulsory labor. We are further guided by the UN Universal Declaration of Human Rights and the International Labour Organization (ILO) Forced Labor Convention (2014).

We communicate our approach to external stakeholders and engage with them to adhere to our values as expressly stated in our Human Rights Policy.

Our Sustainability and E&S team will continue to engage clients, suppliers and subcontractors on our values. We are committed to responding swiftly to reported incidences of infractions while we continue to closely monitor adherence to our values. Going forward, we shall include prohibition of forced or compulsory labor clause in our credit offer letters to customers we believe pose risks.

Clients, suppliers and subcontractors in remote locations pose significant risk of forced and compulsory labor. Our Environmental and Social Risk Management (ESRM) Policy expressly prohibits activities that are con-

sidered to pose significant exposure and risk. We exercise further due diligence in our financing decisions when we believe that there is considerable risk or exposure to incidences of forced or compulsory labor. In 2016, there were no incidences of forced and compulsory labor in our operations, those of our clients, suppliers, and subcontractors, to the best of our knowledge.

### Principle 5: Child Labor

Zenith Bank abhors and strongly condemns the use of child labor in all its areas of operation. As a responsible corporate citizen, we respect the rights, dignity and worth of a child and support basic educational empowerment for children in all the locations where we operate. We



ensure that our suppliers, vendors, contractors and investees adhere to best practices in Human Rights protection, including the rights of the child.

Whilst we expect our suppliers to abide by our Human Rights Policy which outlines our zero tolerance for child labor and similar abuses, we deliberately work with suppliers who share these in our supply chain. We are currently working on including this policy as a precondition in our lending and investment decisions.

We insist that a trained and certified Health and Safety personnel is retained by our contractors to ensure adherence to standard safety procedures. Going forward, we plan to include child rights protection as a clause in our credit offer letters to customers in manufacturing,



oil and gas sectors, and other sectors we determine to pose significant risk.

We are aware that some line of businesses are significantly at risk of incidents of child labor. We closely monitor the operations of suppliers providing janitorial services in our business premises as they could be prone to engaging underage workers. Our agricultural investment decisions are also closely guided by child rights protection policy as this sector is also very prone to child labor activities, especially in family owned micro and small agro-businesses. Similarly, the activities of developers of new business offices are also closely monitored to ensure that Health and Safety measures are in place to avoid a hazardous working environment.

#### **Principle 6: Non-discrimination**

Zenith Bank is an equal opportunity employer. We abhor all forms of discrimination in our workplace. Our Human Rights Policy prohibits discrimination on the basis of gender, color, tribe or ethnicity, religion, marital status or physical challenges. We expect and encourage our business partners, service providers, subcontractors and investees to also embrace non-discriminatory policies in their business operations.

Our Human Rights Policy clearly defines expected standards of behavior in all our business transactions and dealings with internal and external stakeholders, and lays down strict penalties for infractions. We will not hesitate to investigate any incidence of discrimination and take appropriate action on any proven case of violation of our policies in this regard.

We encourage employees and stakeholders to report incidences of discrimination through various engagement channels that have been availed to them. Employees can also make anonymous report through the bank's whistle blowing portal on our intranet, or directly to their supervisors. Such reports could be investigated discreetly and when the facts are established, actions are taken in line with the bank's disciplinary policy.

In 2016, there were no reported incidences of discrimination. We will continue to educate and encourage our employees to abide by our Human Rights Policy as we are committed to building a work environment that is diverse, inclusive and nondiscriminatory.

## **ENVIRONMENT**

#### **Principle 7: Precautionary approach to environmental challenges**

We are mindful of our actual and potential negative environmental and social footprints and have adopted the precautionary approach to environmental and social (E&S) risk management, to minimize the risks that our business operations pose to the physical environment and the society, and to avert them before they actually crystalize. To this end, we have made significant efforts to improve on our business processes, and have integrated environmental and social risk considerations into our credit and investment decisions. We understand that our financial intermediary role exposes the Bank to indirect environmental and social footprints, especially from our investees, creditors, vendors, suppliers and contrac-



tors. Adopting the precautionary approach to E&S risk management has helped us to be more proactive and forward looking in managing our overall footprints.

#### Principle 8: Environmental responsibility

With over 500 business locations and nearly 400 vehicles in our official head office fleet in 2016, greenhouse gas (GHG) emission remains a material topic for us. Also compelling is the understanding of the relationship between these emissions and climate change. As a responsible stakeholder in the Nigerian economy and a global corporate citizen, supporting the fight against climate change is for us a core responsibility. The easiest way we support this fight is to reduce our own emissions while supporting our business partners to do the same.

As a demonstration of our corporate commitment to the climate action, the Bank is focusing on measuring, reducing and reporting the GHG emissions that are associated with its Nigerian business operations. We are committed to limiting our overall negative environmental footprints. Using 2015 as our base year, our goal is to cut emission by 20 percent by 2020. We hope to achieve this by increasing the use of renewable energy in our energy mix, upgrading our business processes for enhanced efficiency, deploying energy efficient technologies, and ensuring that we effectively capture, measure and monitor emissions from all business offices and subsidiaries. The largest share of our GHG emissions comes from our fossil fuel consumption, predominantly to power self-generated electricity, vehicular travels and air travels. Our aim is to migrate to 70 percent renewable energy by 2025. And we are already making some progress in this regard.

In 2016, 1,355, of our Automated Teller Machines (ATMs) were powered by energy efficient inverters, up from 1,206 as at 2015. However, these inverters are still charged using fossil-powered generators whenever there is no power supply from the national grid. As at end 2016, 15.06 percent of ATMs in our branches used solar powered energy, up from 10.8 percent as at 2015. By 2020, we plan to increase this to 30 percent, and 70 percent by 2025.

Also, we have commenced the replacement of all our 13-20kva generators on Night Loads with hybrid solar panels. We also intend to gradually migrate all our business offices and branches to renewable energy sources.

In 2016, 141 out of our 521 business offices were powered by alternative sources of energy, compared to 19 out of 503 in 2015. The total number of our buildings using renewable energy sources at the end of 2016 was 160, representing 30.7 percent of our buildings. The goal is to achieve 70 percent by 2025.

Our direct carbon footprint from transportation and business travels comes from our pool cars, official cars for management staff, departmental vehicles and staff buses. The bank's head office fleet reduced by 62 vehicles, from 417 as at 2015 to 355 in 2016. However, this did not translate in real decrease in gasoline consumption. There was rather a 16.9 percent increase in gasoline



usage, from 703,763.62 litres in 2015 to 822,784.37 litres in 2016. This followed a 10.5 percent rise in the number of employees that use the Bank's official fleet, from 925 as at 2015 to 1,023 in 2016. The intense traffic situation in Lagos, Nigeria during the period was another factor.

We will continue to ensure regular servicing and preventive maintenance of our vehicles to avoid emissions resulting from incomplete combustions. We will also ensure strict compliance with our four-year vehicle depreciation and replacement policy as part of efforts to mitigate high emissions.

As part of our Green House Gas (GHG) control practices, the Bank has also flagged off several initiatives aimed

at increasing the quality and quantity of staff buses and encouraging more employees to use them. We are also gradually reducing the use of diesel-powered official vehicles which tend to emit more CO<sub>2</sub>, and replacing them with energy-efficient, low emission hybrid vehicles.

The Bank did not have the tools for adequately capturing and measuring its emissions from air travels, as at the time of this report.



Similarly, we are implementing process automation and deploying state-of-the-art technologies that enable us to reach our customers and other stakeholders, without the need for face-to-face communication and commuting. Zenith Bank continues to invest in energy-efficient technologies, new infrastructure and robust software applications that would enable us to communicate remotely with our core stakeholders. We will continue to leverage the benefits offered by our existing multimedia applications, such as Lync Video Conferencing; Microsoft Office Communicator (OCS); IBM Sametime; among oth-

ers, to enhance seamless, off-site communication.

Also during the year, we engaged for the first time, the services of an external auditor to measure and report on our 2016 carbon footprint in our head office complex. The Greenhouse Gas (GHG) audit, measured in tCO<sub>2</sub>eq, for our Head Office building in Victoria Island, Lagos was based on the Business-as-Usual (BaU) scenario. The audit was carried out by V4 Advisors SAL, guided by the Greenhouse Gas Corporate Standard, and using the GHG Protocol (GHGP) established in 1998 by the World Resource Institute (WRI) and the World Business Council for Sustainable Development (WBCSD). GHGP is the most credible and widely used protocol in the calculation of GHG emissions.

The audit identified the emission sources from our day-to-day operations in 2016 and measured our actual impact on the environment during the period.

According to the audit report, the total GHG emitted by Zenith Bank Head Office, employing 1,030 employees in a total area of 6,730.52 m<sup>2</sup> was 14,579.9 tCO<sub>2</sub>e in year 2016. This is equivalent to 14.2 tCO<sub>2</sub>e per employee or 2.2 tCO<sub>2</sub>e per m<sup>2</sup>.

Our car fleet constituted our biggest emission point, constituting 42.7 percent of total emission. This is followed by generators, 35.1 percent; refrigerants, 10.8 percent; electricity from national grid, 9.1 percent; flight trips, 2.1 percent; and paper consumption, 0.3 percent.

Factsheet on the audit report is included in our complete 2016 Sustainability Report.

Our plan is to carry out CO<sub>2</sub> emission audit every year, going forward, using the 2016 report as our baseline. The essence is to enable us capture, monitor and measure our footprints more accurately and objectively, as a step towards improving on our overall environmental performance.

Furthermore, in our effort to better manage our indirect footprints, in 2016 we began the process of fully integrating environmental and social risk considerations into our credit and investment decisions. We are currently training and building the needed capacity within the workforce to enable seamless implementation from 2017. This initiative will enable us manage the environmental risks posed by our third party business partners more effectively.

The Corporate Sustainability and Responsibility Unit of the Bank works with our different business units to ensure environmental compliance. The team is in turn



overseen by executive management and Board. The plan is to have Sustainability Champions in all our branches from 2017, saddled with the responsibility of ensuring compliance with the Bank's environmental and social policies, standards and government regulations. No environmental compliance failure was recorded in the year under review. Consequently, no fines were incurred during the review period. In some locations where we operate, environmental regulatory agencies served notices to our branches requesting proof of compliance with required environmental impact assessment. These requirements were met without fines and penalties.

#### Principle 9: Deploying environmentally friendly technologies

Zenith Bank since inception has been a technology-savvy brand. We have pioneered the use of several banking technologies in our industry and will continue to use state-of-the-art solutions to deliver optimal, customized banking experience and products offering. Our approach is to use technology to significantly reduce travel time and Co2 emission among our workforce, especially through process automation. We are also committed to reducing the commute time for millions of our customers, so they will be able to meet their banking needs without visiting our banking halls. However, we also realise that these banking tools generate their own emissions and elec-

tronic waste. We will, therefore, continue to invest in new technologies that deliver on scalability, energy efficiency, and low emissions.

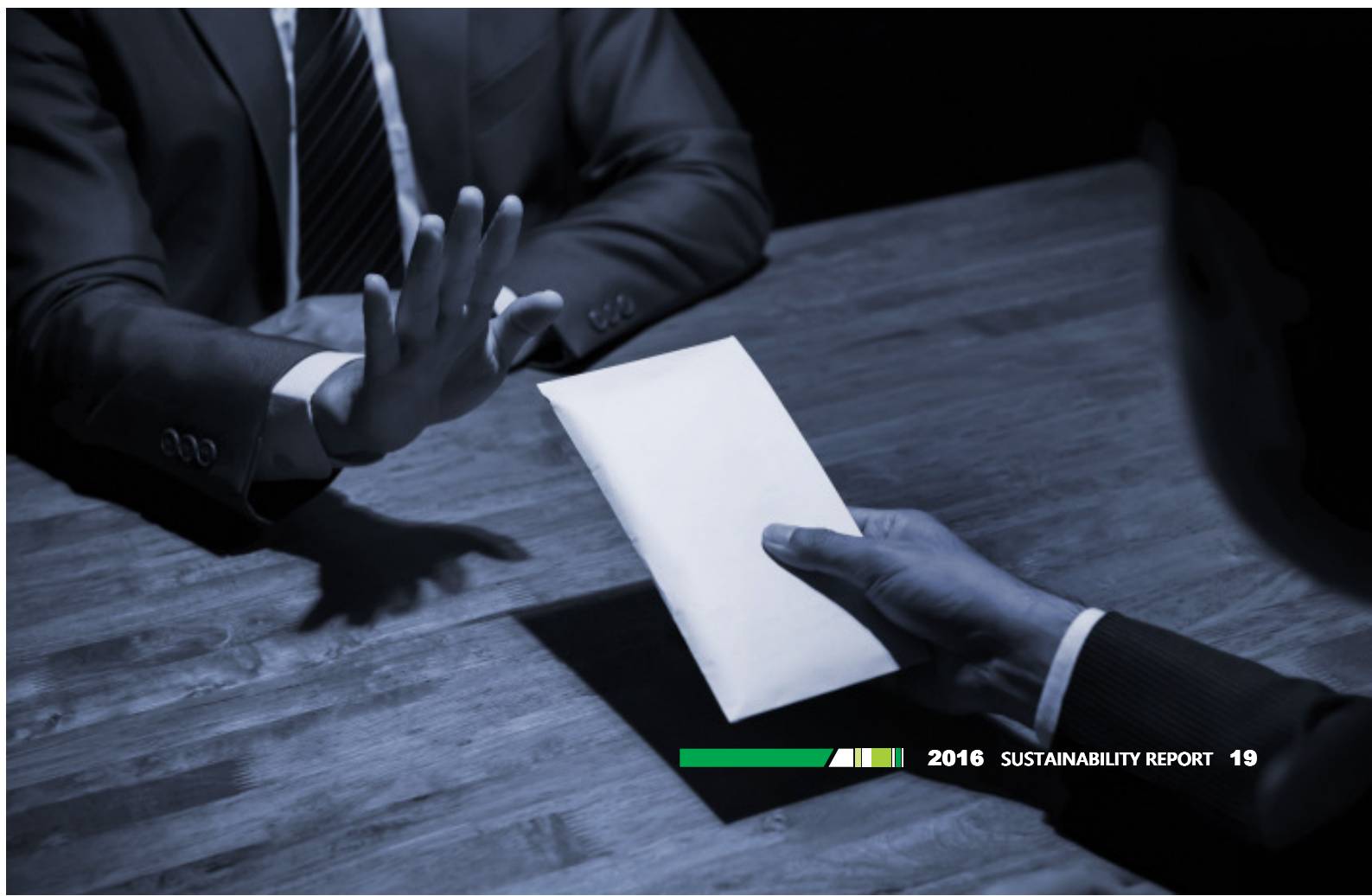
In the Nigerian banking industry, Zenith Bank has championed electronic banking (Internet banking, mobile banking, ATMs, POSs, among others) for the convenience of its millions of customers and as a way of minimizing its carbon footprint. We have set energy efficiency targets and are working on building in-house capacity that would enable us capture, monitor and measure our footprints more efficiently.

We are committed to self-regulating and self-auditing our overall Co2 footprints and collaborating with global institutions in the bid to improve on our emission status. An evaluation conducted based on data collated from the relevant KPI departments in 2016 showed some progress in actualizing these set targets, even though significant gaps remain.

## ANTI-CORRUPTION

#### Principle 10: Fighting fraud and corruption

In 2016, we continued to enhance the supervision of our financial technologies, banking processes and procedures with the view of ensuring internal control and systems' security. These have significantly improved our corporate governance and boosted our anti-corruption drive



and awareness within the workforce.

As part of our prevention strategies, we encourage whistleblowing to prevent frauds and cybercrimes, particularly phishing emails and other social engineering attacks. And to plug the vulnerabilities observed in our anti-corruption drive and in line with the Central Bank of Nigeria's (CBN) mandate, we established an e-fraud desk, which provides 24 hours verifications and checks on the genuineness of the bank's electronic receipts and payments.

Zenith Bank provides adequate anti-corruption training for all categories of employees on a quarterly basis, with emphasis on evolving social engineering attacks and other kinds of cybercrimes. In the year under review, we closed accounts of illegal International Money Transfer Operators in line with CBN directives. Our employees are also being trained and closely supervised to be more vigilant and be able to identify fraudulent cash related transactions, such as counterfeit notes.

In 2016, a total of 3,923 employees – representing 66

percent of the 5,970 active permanent employees (including 38 seconded Staff to Subsidiaries and 239 exited staff) were sent on various classroom anti-corruption trainings.

In addition, 67 members of the Bank's top management, executive management and board were duly trained on the latest anti-corruption policies of the bank through quarterly Anti-Money Laundry (AML) Workshops. This represents 81 percent of total staff in these cadres.

We actively support the government's fight against corruption and regulators' efforts at curbing money laundering. In 2016, a total of 3,923 employees, representing 65.7% of total staff strength, received training on anti-corruption. We will continue to cooperate with authorities at local and national levels to end the vice.

To improve environmental and social responsibility in our value chain, we have integrated the UNGC's basic pillars (human rights, labor, environment, and anti-corruption) into our supply chain management practices.

#### Anti-Corruption Training, Broken Down By Employee Category And Region

S/N	LEVEL	LAGOS	ABUJA	SOUTH
1	BOARD	3	2	0
2	AGM-GM	46	6	10
3	DM-SM	230	103	98
4	BO-SAM	668	265	281
5	ET-ABO	1059	549	606
	<b>TOTAL</b>	2003	923	995
	<b>GRAND Total</b>	<b>3921</b>		

#### Board, Executive Management and Top Management Training on Anti-Corruption by Employee Category and Region

S/N	LEVEL	LAGOS	ABUJA	SOUTH	TOTAL	%
1	BOARD	3	2	0	5	6%
2	AGM-GM	46	6	10	62	75%
	<b>TOTAL</b>	49	8	10	<b>67</b>	<b>67/83=81%</b>





Zenith Bank Annual Youth Parade

## Local communities & social investments

Our local communities are integral to our business ecosystem. We attach great importance to their feedback in our day to day operations. We understand that no business can thrive in isolation of its host community. This is why we remain committed to creating viable channels of engagement with this group of stakeholders and nurturing a symbiotic relationship with them.

Data from our ZenithDirect and our other feedback apparatuses of the Bank empowered us with adequate understanding of the concerns and interests of our host communities. Key concerns are reviewed in-depth and taken into consideration in our business decisions and policy formulations.

In the year under review, we continued to improve on our communities' engagement, and created more channels for interaction and collaboration. Some of our activities in host communities during the review period include financial support for SMEs, donation of social amenities, landscape enhancement and beautification, support for improved healthcare delivery, among others.

In our corporate social investments, we prioritize projects that would significantly deliver economic benefits for households, small and medium scale enterprises, women entrepreneurs, youths, infrastructure development, energy generation, economic diversification and job creation

Our major focus in 2016 was on supporting government's effort at improving wellbeing and the life expectancy of Nigerians through quality healthcare delivery in host communities. Having identified the lack of world class cancer management facilities in most parts of the country as a critical need, we partnered with a non-profit organization (the Committee Encouraging Corporate Philanthropy, CECF-Nigeria) to do something about the situation. In 2016, we expended over N1.2 billion on the purchase of ten (10) mobile cancer diagnostic and treatment centers in ten locations across the country. Our objective was to take cancer diagnosis and treatment to remote locations and the less privileged in the society.

In 2016, we invested a total of N2.557 billion (or US\$8.4 million) in diverse corporate social responsibility initiatives. This was a 177 percent leap from the N0.923 billion (or US\$4.6 million) expended in 2015 and represented 2 percent of our profit after tax during the review period. We also supported the Ikota Educational Foundation towards the construction of Hillrange School for boys and Roosevelt School for girls, with a view to improving the standard of education in our society and taking world class education to the reach of the less privileged.

Our Zenith National Women Basketball League entered its eleventh year of uninterrupted sponsorship in 2016, with nearly 300 young female basketballers leveraging the platform to display their skills and improve their career prospects. The Zenith League continues to pro-



duce players that constitute Nigeria's National team and the country's representatives in continental and international championships, including the Olympics.

Other direct and indirect benefits our local communities derive from our business operations include a

workforce of over 6,000 people, with over 98 percent of them recruited from within the domestic economy; a pool of hundreds of contractors, vendors and suppliers that derived direct economic value of N91.77 billion from our patronage in 2016; among others.





Some Specific CSR Projects and Beneficiaries in 2016		
Beneficiary	Amount	Purpose
Committee Encouraging Corporate Philanthropy (CECP)	N1,225,000,000.00	Donation of ten (10) mobile cancer centres across the country
Lagos State's Security Trust Fund	N100,000,000.00	Support for training of security personnel in Lagos State and security facilities
Nigeria Basketball Federation (NBBF)	N39,000,000.00	Title sponsorship of the Zenith National Women Basketball League, towards sports development and female gender empowerment
The Nigeria Institute of Journalism (NIJ)	N100,000,000.00	Donation towards the reconstruction of NIJ House
Nigerian Computer Society	N15,750,000.00	Scholarship Fund For 35 Students
Ikota Education Foundation	N50,000,000.00	Support for the construction of the Hillrange Secondary School for boys and Roseville Secondary School for Girls
Musical Society of Nigeria	N4,500,000.00	Sponsorship towards the promotion of Nigeria's arts and culture
Nigerian Football Federation (NFF)	N100,000,000.00	Support for the development of Nigerian football
Warri Wolves Football Club, Delta State	N35,000,000.00	Support for youths' career development in sports
Private Health Sector Health Alliance	N198,000,000.00	Support for the Foundation's child and maternal health Programmes
University of Nigeria, Nsukka, ICT Centre	N187,264,096.39	Construction and furnishing of ICT Centre
Ebonyi State University	N15,815,000.00	Purchase of One (1) Hiace Bus for the School
St. Finbarrs College Akoka Yaba	N9,602,712.00	Purchase of 250kva Generator Set for the School
Kaduna ICT Centre	N180,840,438.24	Construction and furnishing of ICT Centre



## Conclusion

Sustainability as a way of life or way of business is sheer commonsense. Individuals or businesses that ignore this evolving trend do so at their own impediment.

At Zenith Bank, we are fully aware of this fact and are committed to using the 'green' model to leapfrog into our next generation of business ideas and opportunities.

As a forward looking institution, we are mindful of the great value that sustainability could add to our business growth and relevance. We also understand that it could define the difference between success and failure; enduring or fleeting relevance. This is why we will continue to improve on our environmental and social performance and close observed gaps in the actualization of our sustainability targets.

Zenith Bank has always been a trail blazer in banking innovation and transformation. We will bring this culture to bear in our sustainable banking endeavors. We will leverage the endless business opportunities that the evolving green industry offers both at the domestic and global fronts.

Green bonds, renewable energy, recycling, and energy efficiency technologies are some of the numerous emerging business opportunities that sustainability presents. We are positioning to lead these future sectors and explore the win-win benefits they offer to economic agents and business stakeholders.

We will also support government and private-sector led initiatives towards improving environmental and social wellbeing, and combating the scourges of excessive greenhouse gas emissions, global warming and climate change. This is our collective responsibility.

## Contact Information

This report is prepared by the Corporate Sustainability and Responsibility Unit of Zenith Bank Plc, in compliance with the 'GRI Standards' sustainability reporting principles and guidelines.

All feedback and enquiries should be directed to:

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Website: [www.zenithbank.com](http://www.zenithbank.com)



# Addendum

Sustainability Audit & Assurance Reports



# ZENITH BANK HEAD OFFICE – GHG AUDIT AND MANAGEMENT

## GHG EMISSION FACT SHEET FOR 2016

August 3, 2017

### DESCRIPTION

Zenith Bank Plc appointed V4 Advisors SAL to conduct a Greenhouse Gas (GHG) audit, measured in tCO<sub>2eq</sub>, for its Head Office building in VI Lagos based on the Business-as-Usual (BaU) scenario.

This fact sheet summarizes the 2016 GHG emissions results, quantified using V4 Advisors “Built on GHG Protocol” Corporate GHG online Calculator. A thorough detailed report will be submitted that will illustrate Zenith Bank’s emissions.

### CONCEPT OF THE GREENHOUSE GAS CALCULATION – GREENHOUSE GAS PROTOCOL

A GHG audit measures the impact of the organization’s operation emissions on the environment. The carbon footprint generally begins with the identification of the emission sources from day-to-day operations. An inventory follows, accounting for the GHG emissions - most often in terms of kilograms or tonnes of CO<sub>2</sub> equivalent (kgCO<sub>2e</sub> or tCO<sub>2e</sub>).

#### Scope 1: Direct emissions:

- Fleet vehicles
- Backup power generators used to offset electrical outages

#### Scope 2: Indirect emissions:

- Power purchased from the local utility (PHCN / PHC)

#### Scope 3: Other indirect emissions:

- Business related flight travels
- Paper Consumption

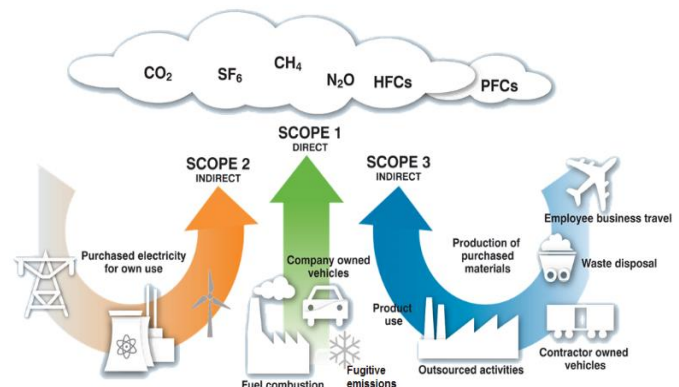


Figure 1: Requirements of the GHG Protocol

The GHG inventory procedure included in this report are based on the recommendations of the Greenhouse Gas Protocol (GHG-P) Corporate Standards; the most widely adopted protocol by organizations taking incremental steps towards understanding the impact of their respective carbon footprint. The GHG-P Corporate Standard is an internationally recognized standard for GHG inventories developed by the World Resources Institute (WRI) and World Business Council for Sustainable Development (WBCSD).

In 2006, this protocol was adopted as a first step for ISO 14064 (ISO 14064-1: Specification with guidance at the organization level for quantification and reporting of greenhouse gas emissions and removals).

Zenith Bank’s Head Office GHG inventory was quantified using the V4 Advisors’ Corporate Greenhouse Gas Calculator tool, which is certified with the “Built on GHG Protocol” Mark.



Figure 2: Built on GHG Protocol

# ZENITH BANK HEAD OFFICE – GHG AUDIT AND MANAGEMENT

## GHG EMISSION FACT SHEET FOR 2016

### FIGURES SUMMARIZING THE RESULTS OF ZENITH BANK'S TOTAL GHG EMISSIONS (tCO<sub>2e</sub>) FOR 2016

The total GHG emitted by Zenith Bank Head Office, employing 1,030 employees in a total area of 6,730.52 m<sup>2</sup> was 14,579.9 tCO<sub>2e</sub> in year 2016. This is equivalent to 14.2 tCO<sub>2e</sub> per employee or 2.2 tCO<sub>2e</sub> per m<sup>2</sup>. Figures 3 and 4 illustrate the main GHG emission sources.

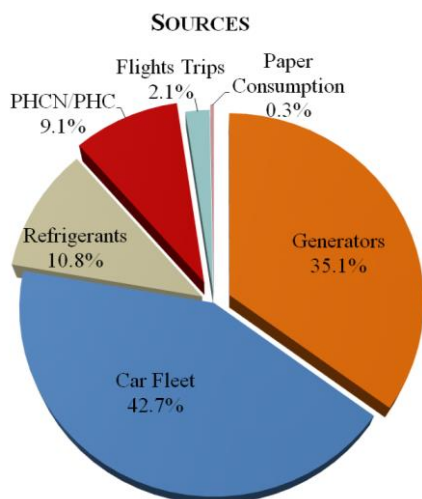


Figure 3: Zenith Bank Head Office GHG Emissions per source (%)

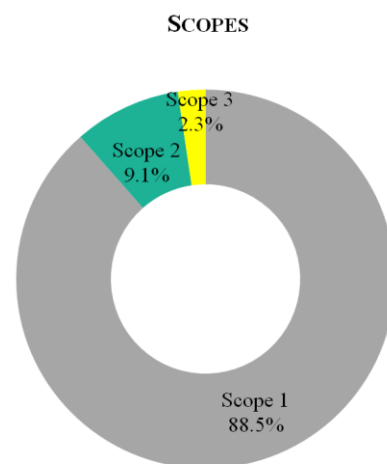


Figure 4: Zenith Bank Head Office GHG Emissions per scope (%)

### MONTHLY VARIATION OF GHG EMISSIONS

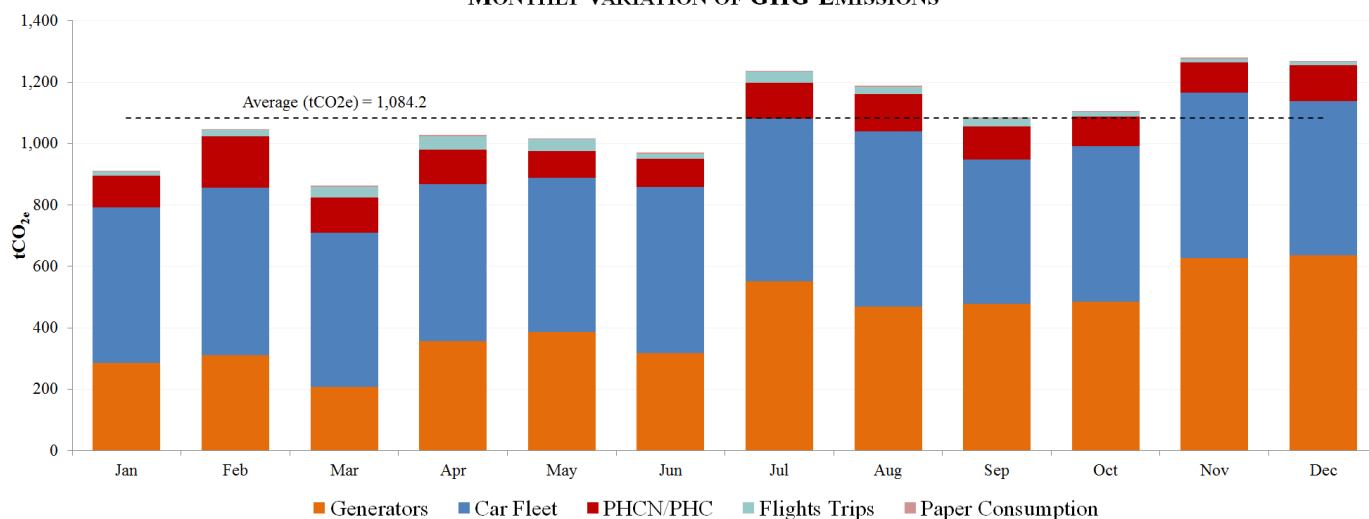


Figure 5: Zenith Bank Head Office total monthly GHG Emission variations

### RESULTS EQUATES TO

The total GHG emission from Zenith Bank Head Office in 2016 is 14,579.9 tCO<sub>2e</sub>, equates to:



1,534.6 trips around the equator



539,996.3 Kg of raw beef (As per US standards)



668,802 pine trees that are 10 years old are needed to offset the Bank's GHG emissions (or a forest of 1,137 Km<sup>2</sup>)



# ZENITH BANK HEAD OFFICE – GHG AUDIT AND MANAGEMENT

## GHG EMISSION FACT SHEET FOR 2016

Description	Jan	Feb	March	April	May	June	July	August	Sept	Oct	Nov	Dec	Total
<b>Scope 1. Direct emissions from backup power production and car fleet (tCO<sub>2e</sub>)</b>													
Generators	285.0	310.7	207.6	357.0	385.4	317.6	552.1	468.9	477.8	485.7	627.0	635.8	5,110.7
Car Fleet	506.3	544.5	502.4	510.6	502.8	540.2	529.7	570.9	471.0	505.8	538.0	501.4	6,223.7
<i>Total Scope 1*</i>	791.4	855.2	710.1	867.6	888.2	857.8	1,081.8	1,039.8	948.8	991.5	1,165.0	1,137.2	11,334.3
<i>Total Refrigerants</i>													1,570.1

<b>Scope 2. Indirect emission from purchased energy (tCO<sub>2e</sub>)</b>													
PHCN/PHC	104.4	167.2	114.6	111.9	88.4	92.2	115.8	121.3	106.4	96.1	98.3	116.8	1,333.5
<i>Total Scope 2</i>	104.4	167.2	114.6	111.9	88.4	92.2	115.8	121.3	106.4	96.1	98.3	116.8	1,333.5

<b>Scope 3. Selected indirect emissions (tCO<sub>2e</sub>)</b>													
Flight Trips	12.9	22.4	34.9	44.1	38.7	17.3	37.0	23.5	26.1	17.2	12.6	12.7	299.4
Paper Consumption	2.7	2.4	4.7	4.7	2.4	4.7	2.4	4.7	4.7	2.4	4.7	2.4	42.7
<i>Total Scope 3</i>	15.6	24.8	39.6	48.8	41.0	22.0	39.4	28.2	30.8	19.6	17.3	15.1	342.1

<b>Monthly total emissions (tCO<sub>2e</sub>)</b>													
<i>Total *</i>	911.3	1,047.2	864.3	1,028.3	1,017.6	972.0	1,237.0	1,189.3	1,086.0	1,107.1	1,280.7	1,269.1	13,009.9

<b>Yearly total emissions (tCO<sub>2e</sub>)**</b>													<b>14,580</b>
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\* the total is calculated without the refrigerants

\*\* the total includes the emissions from refrigerants

**INDEPENDENT SUSTAINABILITY ASSURANCE REPORT TO THE DIRECTORS OF ZENITH BANK PLC  
FOR THE YEAR ENDED 31 DECEMBER 2016**

We have completed our independent assurance engagement to enable us to express our limited assurance conclusions on whether specified Key Performance Indicators (“KPIs”) of Zenith Bank Plc as included in the Sustainability Report (“the Report”) of the Bank for the year ended 31 December 2016, has been prepared, in all material respects, in accordance with Core options of the GRI Standards.

Scope and Subject matter.

The following Sustainability information in the Report was selected for an expression of limited assurance as they relate to Zenith Bank Plc:

Focus Area	Key Performance indicators	Sub-heading in sustainability report
<b>Social</b>	Donation and charitable gifts (naira amount and percentage of profit after tax)	Local communities and social investments
	Customer complaints for the year ended (number of complaints and naira amount claimed)	Ethics and Integrity
	Total employees by gender (number and percentage)	Diversity and equal opportunity
	Total Board and top management staff (number and percentage in gender representation)	Diversity and equal opportunity/ Board of Directors and Board Structure.
	Analysis of fraud and forgeries returns (number and naira amount)	Ethics and Integrity
	Employee training and development (number, percentage of total employee and naira amount)	Training and development
	Employee turnover rate (number and percentage)	Employee: New employee hires and turnover
	Employee who have undergone training on fighting/combating financial crime (number and percentage of total employees)	Anti-corruption
	Analysis of Human Rights and non-discrimination policies and practices	Non-discrimination and Human rights
	Financial Inclusion and Financial Literacy activities for the year ended	Financial inclusion and Financial literacy
<b>Economic</b>	Economic value created for stakeholders and government	Economic performance
<b>Environment</b>	Energy consumption pattern within the organization	Energy consumption within the organization
	Carbon footprint measurement and management	Emissions/Audit

Our responsibility in performing our independent limited assurance engagement is to Zenith Bank Plc only and in accordance with the terms of reference for this engagement as agreed with them. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than Zenith Bank Plc, for our work, for this report, or for the conclusions we have reached.

## Directors' Responsibility

The directors are responsible for implementing a stakeholder engagement process to identify all relevant stakeholders, to identify key issues, to respond appropriately to key issues identified, to determine those key performance indicators which may be relevant and material to the identified stakeholders, and to design and apply appropriate sustainability reporting policies. The directors are also responsible for the preparation and presentation of the Report and the information and assessments contained in the Report in accordance with the relevant criteria. This responsibility includes: designing, implementing and maintaining appropriate performance management and systems to record, monitor and improve the accuracy, completeness and reliability of the sustainability data and to ensure that the information and data reported meet the requirements of the relevant criteria, and contains all relevant disclosures that could materially affect any of the conclusions drawn.

## Assurance Provider's Responsibility

Our responsibility is to express our limited assurance conclusions on the specified KPIs in the Report based on our independent limited assurance engagement. Our independent limited assurance engagement was performed in accordance with *The International Framework for Assurance Engagements* and *International Standards on Assurance Engagements 3000: Assurance Engagements Other Than Audits or Reviews of Historical Financial Information (ISAE 3000)* developed by the *International Auditing and Assurance Standards Board* and in accordance with *The International Standard on Assurance Engagements 3410: Assurance Engagements on Greenhouse Gas Statements* under the auspices of the *International Federation of Accountants (IFAC)*. This standard requires us to comply with ethical requirements and to plan and perform our engagements to obtain limited assurance regarding the specified KPIs contained in the Report.

## Basis of Work and Limitations

We have complied with the International Federation of Accountants (IFAC) Code of Ethics for Professional Accountants, which includes comprehensive independence and other requirements founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behaviour. Our engagement was conducted by a multi-disciplinary team of health, safety, social, environmental and assurance specialists with extensive experience in sustainability reporting.

The procedures selected depend on our judgement, including the assessment of the risks of material misstatement of the subject matter and the purpose of our engagement. In making these assessments, we have considered internal control relevant to the entity's preparation and presentation of the Report and the information contained therein, in order to design procedures appropriate for gathering sufficient appropriate assurance evidence to determine that the information in the Report is not materially misstated or misleading as set out in the summary of work performed below. Our assessment of relevant internal control is not for the purpose of expressing a conclusion on the effectiveness of the entity's internal controls.

Non-financial performance information is subject to more inherent limitations than financial information, given the characteristics of the subject matter and the methods adopted for the definition and gathering of information. Qualitative interpretations of relevance, materiality and the accuracy of data are subject to individual assumptions and judgements.

We planned and performed our work to obtain all the information and explanations that we considered necessary to provide a basis for our limited assurance conclusions pertaining to the Report and the specified KPIs, expressed below.

Where a limited assurance conclusion is expressed, our evidence gathering procedures are more limited than for a reasonable assurance engagement, and therefore less assurance is obtained than in a reasonable assurance engagement.



## Summary of Work Performed

Set out below is a summary of the procedures performed pertaining to the specified KPIs which were included in the scope of our limited assurance engagement.

- ▶ We obtained an understanding of:
  - ▶ The entity and its environment;
  - ▶ Entity-level controls;
  - ▶ The selection and application of sustainability reporting policies; and
  - ▶ The significant reporting processes including how information is initiated, recorded, processed, reported and incorrect information is corrected, as well as the policies and procedures within the reporting processes.
- ▶ We made such enquiries of management, employees and those responsible for the preparation of the Report and the specified KPIs, as we considered necessary.
- ▶ We inspected relevant supporting documentation and obtained such external confirmations and management representations as we considered necessary for the purposes of our engagement.
- ▶ We performed analytical procedures and limited tests of detail responsive to our risk assessment and the level of assurance required, including comparison of judgementally selected information to the underlying source documentation from which the information has been derived.

We believe that the evidence obtained as part of our limited assurance engagement, is sufficient and appropriate to provide a basis for our limited assurance conclusions expressed below.

## Conclusion

Based on the work we have performed and subject to the limitations described above, nothing has come to our attention that causes us to believe that the specified Key Performance Indicators in the Zenith sustainability Report for the year ended 31 December 2016 has not been prepared, in all material respects, in accordance with GRI Standards.

## Other matter

The maintenance and integrity of the Zenith Bank Plc Website is the responsibility of Zenith bank Plc management. Our procedures did not involve consideration of these matters and, accordingly we accept no responsibility for any changes to the information in the Zenith bank Plc Sustainability Report shown on the website, which differs from the content in the printed version.

Samuel Agbevem  
Ernst & Young  
Lagos, Nigeria

Date: 17th August 2017