

creating  
**Positive Impact;**  
Putting You First

**SPARK**  
Start Performing Acts of Random Kindness



**FBN Holdings Plc**

FirstBank | Mortgages | FBNQuest Merchant Bank | FBNQuest Capital | FBNInsurance

**Over  
80,000**  
secondary  
school students  
impacted across  
Nigeria



**Funding  
support for  
women SMEs**

through partnership with  
Bank of Industry (BOI)



**Giving/IDP/  
Orphanage**

8 Countries  
26 Charities Impacted



**10,000**

low income  
earners impacted

VisionSpring Partnership

# What's inside this report?

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2	GMD's Letter
4	Our business at a glance
12	Creating Positive Impact - Putting You First
16	Our Corporate Responsibility & Sustainability Approach
22	Engaging our stakeholders
26	Corporate Governance
30	First Bank of Nigeriat Limited
48	FBNQuest Merchant Bank and FBNQuest Capital
56	FBNInsurance
60	Sustainable Development Goals
62	Standards & Codes
72	Awards & Recognition
74	Performance Management Metrics
76	GRI Conformity Table
85	Assurance
88	About the report



2018, similar to any other year, presented its unique set of economic, social and environmental challenges. For an organisation that has been evolving since 1894 with a focus on nation building, we constantly explore innovative and creative ways of maximising our positive impact while minimizing negative impact as best as possible.



## GMD's Letter

As a good corporate citizen, how can we remain committed to cultivating a company culture that is more inclusive, empowering and meeting the obligations of over 10,000 employees? How do we continue to put our customers' needs first as well as enriching the lives of the communities where we live and work? In a nutshell, how do we as an institution ensure we contribute to the overall sustainable growth and development while responsibly managing our environmental, social and governance impacts in the process?

This report showcases the progress we have made in driving our corporate responsibility & sustainability goals across the various strategic platforms of Sustainable Finance & Investments, People Empowerment, Community Support and Environmental Sustainability. Our results in 2018 is a demonstration of our ability to manage relationships with our stakeholders in a manner that ensures sustainable growth and in the pursuit of our objective of leading the agenda for nation building.

Our target in 2018 was to fully automate the use of environmental, social and governance management system ("ESGMS") framework to ensure efficient and effective screening of all transactions towards responsible lending and mitigate the associated environmental, social and governance risks. Whilst this automation was not realized during the year, we have continued to deploy available tools to ensure efficient implementation of the ESGMS framework and putting in place all the building blocks including the required investment to ensure the automation program is completed in 2019 financial year.

Our institution has accrued significant mileage towards providing education and entrepreneurship programmes for young Nigerians. Future First is one such initiatives that exemplifies our promise to empower the youth. Future First

programme which is implemented in partnership with Junior Achievement Nigeria ("JAN") focuses on career counselling; entrepreneurship and financial literacy for students. This initiative has impacted over 80,000 secondary school students across the country and recently gave birth to entrepreneurs such as 'the Inventive Explorers' from Caro Favoured School in Ajegunle, Lagos. The Inventive Explorers emerged winners in three different categories - Regional Company of the Year, National Company of the Year, and the Company of the Year in Africa competitions for innovation by designing a user-friendly and portable mobile traffic light to reduce accidents. The team also earned the Coca-Cola Excellence in Teamwork Awards and the FedEx Access Award, for "having a business that best demonstrates the ability to transcend national borders".

Since we commenced business in 1894, we have always strived to uphold the highest standards in corporate citizenship. We have pursued our financial aspirations with utmost respect for our stakeholders including the community where we operate. 125 years after, this objective has remained intact and this report details the strides we have made in 2018 financial year in furtherance of this simple but impactful journey. Our focus will continue to be on finding inclusive financial solutions for our customers, touching the lives of the communities in which we operate and minimizing our environmental impact in the pursuit of our goals as a corporate organisation.

Thank you.

**UK Eke**  
Group Managing Director  
FBN Holdings Plc



# Our business at a glance

FBN Holdings Plc is one of Africa's premier and largest financial services groups. Clients of FBN Holdings' affiliates enjoy a full range of products and services across commercial banking, merchant banking, investment banking, pension custodianship and insurance business.

COMMERCIAL  
BANKING GROUP 5

MERCHANT BANKING &  
ASSET MANAGEMENT GROUP 7

INSURANCE  
GROUP 10





## VISION



To be the partner of first choice in building your future

## MISSION



To set the 'gold standard' of customer experience and excellence in financial solutions across sub-Saharan Africa



## VALUES

Passion  
Partnership  
People

### FBN Holdings Plc

FBN Holdings Plc ("FBNH", "FBN Holdings" or the "Group") is one of Africa's premier and largest financial services groups. Clients of FBN Holdings' affiliates enjoy a full range of products and services across commercial banking, merchant banking, investment banking, pension custodianship and insurance business. With locations across Africa, Europe and Asia, our clients are serviced by more than 19,800 dedicated personnel delivering value to over 14 million customers' accounts, from more than 850 business locations and over 2,890 ATMs. Our clients benefit from an excellent corporate governance structure underpinned by 125 years-long heritage, strong institutional processes, systems and controls.

FBN Holdings' principal bank subsidiary is First Bank of Nigeria Limited (FirstBank), a commercial bank with operations in 10 countries, which subsidiaries include FBNBank (UK) Limited, FBNBank in the Republic of Congo, Ghana, The Gambia, Guinea, Sierra-Leone and Senegal, and First Pension Custodian Limited. Other FBN Holdings subsidiaries are FBNQuest, the brand name for the Merchant Banking and Asset Management businesses, which comprises FBNQuest Merchant Bank Limited, FBNQuest Capital Limited, FBNQuest Securities Limited, FBNQuest Asset Management Limited, FBNQuest Trustees Limited, FBNQuest Funds Limited and FBNQuest Capital Partners Limited; the Insurance business group which covers insurance-related subsidiaries: FBNInsurance, FBN General Insurance and FBN Insurance Brokers.

### The Commercial Banking Group

#### First Bank of Nigeria Limited


The Commercial Banking group is led by First Bank of Nigeria Limited (FirstBank), Nigeria's foremost and most valuable banking brand, which has operations in 10 countries. FirstBank is the largest banking group by assets in sub-Saharan Africa (SSA) excluding South Africa (i.e. 'middle Africa'), offering banking services to a rich network of both individual customers and businesses.

FirstBank represents the main legal entity and previously played an operating holding company function before the establishment of FBN Holdings. Other entities under FirstBank Group include FBNBank (UK) Ltd – a fully licensed bank in the United Kingdom with offices in Paris; FBNBank in the Democratic Republic of Congo, Ghana, The Gambia, Guinea, Sierra-Leone and Senegal. The African subsidiaries represent major landmarks in FirstBank's plan for growing its sub-Saharan African footprint.

Another subsidiary of FirstBank is First Pension Custodian Ltd (First Pension) which provides pension fund custody services. The Bank also has a representative office in Beijing, to capture trade-related businesses between respective geographies.

The Nigerian banking business operates nationally and internationally, with a customer account base of over 14 million served through a large distribution network consisting of over 745 business locations, and more than 10 million cards in issue. Over the years, the Bank has led the financing of private investment in infrastructure development in the Nigerian economy by playing key roles in the Federal Government's privatisation and commercialisation schemes.

**Our clients benefit from an excellent corporate governance structure underpinned by 125 years-long heritage, strong institutional processes, systems and controls.**



**FirstBank provides prospective investors wishing to explore the vast business opportunities that are available in Nigeria, an internationally competitive world-class brand and a credible financial partner.**

With its global reach, FirstBank provides prospective investors wishing to explore the vast business opportunities that are available in Nigeria, an internationally competitive world-class brand and a credible financial partner. FirstBank's brand purpose is to always put its stakeholders, customers and partners at the heart of its business, and standardise customer experience and excellence in financial solutions across sub-Saharan Africa, in line with its brand vision "To be the partner of first choice in building your future". FirstBank's brand promise to its stakeholders is to always deliver the ultimate "gold standard" of value and excellence. This commitment is anchored on the inherent values of passion, partnership and people, to position customers first in every respect.

#### **FBNBank DRC Limited**

Since its establishment, FBNBank DRC has always worked to provide high value products and services to its customers. This commitment was brought to a higher level after the acquisition by FirstBank in 2011. The acquisition reinforced the Bank as one of the strongest banking institutions in the DRC as it began to leverage FirstBank's international network, expertise, technology and experience to offer improved services to its customers. The Bank boasts of a diversified customer base spread across the 26 provinces in the country and abroad through its well-distributed network of branches and other channels.

#### **FBNBank Ghana Limited**

FBNBank Ghana Limited commenced operations in Ghana in November 1996. The bank is focused on providing quality service that will ensure the strengthening of its position in the banking sector. In line with its parent company's

(FirstBank's) philosophy, it has launched the concept of "Value Banking", which is all about creating a service and product platform that addresses the needs of customers from the functional and the affective aspects. Currently, it operates 19 branches and 2 agencies across Ghana with all the branches networked to facilitate transactions of business by customers from any of them.

#### **FBNBank Gambia Limited**

FBNBank Gambia Limited operates four branches in Gambia. It provides a rich bouquet of products to meet the banking needs of individuals, companies and the business community in the country. Its leading status in the industry has been internationally recognised. In 2012, FBNBank Gambia was rated Bank of the Year by The Banker of Financial Times London and Best Bank in The Gambia by EMEA Finance of UK. In 2013, the Bank was also awarded Best Bank in The Gambia.

#### **FBNBank Guinea Limited**

FBNBank Guinea Limited has always operated as a result-oriented and customer-focused organisation with active participation in the Guinean economy. It provides products and services to meet the banking needs of its customers. The Bank operates four branches and a cash centre across the country. FirstBank's acquisition of the bank marked the entry into the country of a diversified financial services group with unrivalled pedigree in terms of expertise, technology and experience.

#### **FBNBank Senegal Limited**

FBNBank Senegal is focused on providing quality service that will ensure the strengthening of its position in the banking sector. The Bank, in line with its parent company's philosophy, has launched the concept of "Value Banking"





which is all about creating service and product platforms that address the needs of customers from the functional and value creation perspectives. It currently operates three branches and one agency across Senegal. All three branches are networked to facilitate transactions of business by customers from any of them.

#### **FBNBank Sierra Leone Limited**

FBNBank Sierra Leone is one of the country's fastest growing banks offering a complete range of services in Retail, Corporate and Institutional Banking. It is managed by a team of professionals with decades of banking experience who are committed to giving personalised and delighting services to our highly-esteemed customers. The Bank currently operates from two locations in the country's capital, Freetown.

#### **FBN UK Limited**

FBN UK Limited provides a range of domestic and international banking and financial services. The Bank operates in the city of London with a branch in Paris and a representative office in Lagos, Nigeria. The Bank is authorised by the Prudential Regulation Authority (PRA) and regulated by both the Financial Conduct Authority (FCA) and the PRA to provide a range of domestic and international banking and financial services.

#### **First Pension Custodian Nigeria Limited**

First Pension Custodian Nigeria Ltd is one of the foremost pension custodians in the Nigerian pension industry. Its business model is focused on building a sustainable business which it has achieved over the years by leveraging


extensively on robust technology and competent people. This has helped in creating long-term value for its shareholders and supporting its clients to achieve their operational objectives. First Pension Custodian recognises that good corporate governance is essential to the continuity of its business, hence they are committed to ensuring and maintaining best practices to maximise long-term success.

#### **The Merchant Banking & Asset Management Group**

The Merchant Banking and Asset Management businesses of FBN Holdings Plc comprise FBNQuest Merchant Bank Limited, FBNQuest Capital Limited, FBNQuest Securities Limited, FBNQuest Asset Management Limited, FBNQuest Trustees Limited, FBNQuest Funds Limited and FBNQuest Capital Partners Limited.

Through our key business lines, we provide Advising, Financing, Trading, Investing and Securing services to ensure we support the diverse financial needs of our clients. From securing wealth to financing business opportunities, we are constantly searching for what comes next so we can take our clients there first.

We are a trusted and inspirational partner founded on innovation, a strong heritage and a pioneering spirit that drives us to help our clients look beyond today, and redefine tomorrow.



**At FBNQuest, we understand that not everyone sees tomorrow the same way. That's why our broad range of services ensures we have a solution for everyone. So whether you are seeking advice, financing, a new range of investment and trading options, or preservation of your wealth, our world class team will work in partnership with you to understand, broaden and deliver your objectives.**

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#### **Subsidiaries**

##### **FBNQuest Merchant Bank**

FBNQuest Merchant Bank is the Merchant Banking business of FBN Holdings Plc., providing services in Corporate Banking, Investment Banking, Wealth Management, Institutional Sales, and Fixed Income, Currencies & Treasury. FBNQuest Merchant Bank, (formerly Kakawa Discount House), commenced operations in November 2015 following the CBN's approval of its Merchant Banking license and completion of operational prerequisites. This expansion of the group's platform offered the capability to provide a broader set of products and services, as well as access to a wider universe of funding sources.

##### **FBNQuest Asset Management**

FBNQuest Asset Management is a subsidiary of FBNQuest Merchant Bank. A leading asset manager in Nigeria for individual and institutional investors, we offer a range of investment products and services, with strategies spanning various asset classes and sectors. We guide our clients through Africa's dynamic markets, and identify the best opportunities that shape their portfolios and investment

goals. Our specialist portfolio and fund management services cover management of investment accounts for high-net-worth-individuals and institutional clients; including insurance companies, pension funds, public and private mutual funds, endowment and charity funds, as well as segregated and special accounts.

##### **FBNQuest Securities**

FBNQuest Securities is a subsidiary of FBNQuest Merchant Bank, providing excellent equities brokerage services to domestic and international investors in the Nigerian Capital market. FBNQuest Securities is one of the initial 10 Market Makers approved for trading on the Nigerian Stock Exchange (NSE). Appointed and regulated by the NSE, our market making service aims to drive liquidity in the trading of listed stocks and enhance investors' confidence in the market.

##### **FBNQuest Capital**

FBNQuest Capital is part of FBN Holdings Plc. Our services include managing funds, securing assets, providing intelligence and advising on investments. We are focused on developing a clear understanding of the needs of clients in order to help them realise the opportunities that lie within the dynamic business environment.



**FBNQuest Merchant Bank is the Merchant Banking business of FBN Holdings Plc., providing services in Advising, Financing, Trading, Investing and Securing to support the diverse financial needs of our clients.**



#### **FBNQuest Trustees**

FBNQuest Trustees is a subsidiary of FBNQuest Capital, providing solutions in Corporate Trust, Public Trust, Private Trust, including Estate Administration and Executorship, and Agency Services. We have a strong track record of acting in a fiduciary capacity for investors and a solid market position as a leading trustee services provider.

#### **FBNQuest Funds**

We offer private equity solutions that provide diversification and return enhancing products for clients through various alternative asset classes. Our primary focus is on fund of funds investments, co-investments & direct investments in companies.

#### **Services**

##### **Advising**


FBNQuest is a leading transaction adviser across numerous sectors, providing independent and expert advice to small and large corporations, public and private institutions, and individuals alike. We partner with our clients to discover bold paths to financial success. Our advisory services include corporate banking solutions, sell-side M&A advisory, buy-side M&A advisory, corporate sales & divestitures, restructurings & recapitalisation, financial modeling, Public Private Partnership (PPP) consulting & bid support, project risk due diligence analysis, preferred stock issuance, private placements, equity & convertible securities issuance, Initial Public Offerings (IPOs), rights issues, macroeconomic and equity research. Our industry footprint is widespread across financial services, energy and natural resources, infrastructure, consumer markets, and communication technology.

##### **Financing**

Economic growth within the African continent and the capability to leverage internal opportunities are contingent on the ability of financial institutions to provide innovative financing solutions. We have broad transactional experience, and a depth of expertise which enables us understand the needs of our clients and add value where it truly counts. Our offerings include acquisition finance, project finance, debt structuring & arranging, leveraged financing, supply chain finance, government, agency & corporate bond issues, high yield bond, asset backed securities, asset backed facilities, receivable financing, trade finance products, loans, working capital finance, distributor finance, letters of credit, bills for collection, current account, lease financing. We assist a variety of clients in structuring and arranging optimal financing solutions for both greenfield and brownfield projects spanning all sectors of the Nigerian economy.

##### **Trading**

Our best-in-class team of innovative and committed trading experts leverage our state-of-the-art technology to deliver value for our clients. We also pull from our Institutional knowledge and strong client partnership to provide our customers with expert services in various markets. Our aim is to maximise value for all our customers through our trading channels and activities, underpinned by a team of trading experts. Our solutions include stock broking, fixed income sales & trading, corporate broking, market making, bonds trading, money market, and foreign exchange trading.



**We take on the challenge of partnering with you on the path to financial success. Our flexible range of services ensure that we have an investment solution for every client, while our world-class team will work in partnership with you to understand, broaden and surpass your investment goals.**

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#### **Investing**

We take on the challenge of partnering with you on the path to financial success. Our flexible range of services ensure that we have an investment solution for every client, while our world-class team will work in partnership with you to understand, broaden and surpass your investment goals. We provide specialist portfolio, fund management and stockbroking services, including managing investment accounts of high net worth individuals and institutional clients, insurance companies, pension funds, public and private mutual funds, public and private trusts, endowment and charity funds, as well as segregated and special accounts. We also provide growth capital to firms looking to finance expansion plans, with Investments cutting across several sectors including food and beverages, hospitality, travel and leisure, healthcare, leasing, telecommunications, real estate, and oil and gas. The team of specialists works with the priority of unlocking shareholder value through partnerships with entrepreneurial management teams.

#### **Securing**

As a leading trust services provider for over 30 years, FBNQuest has developed a strong history and market position driven by a seasoned team of experts. We have a strong track record of advising and assisting our clients to safeguard their financial future. From estate planning to endowment funds, trusts, wills and more, our innovative and resourceful team will leverage their expertise to deliver the best solutions. Our service offerings include Estate Planning, Trust & Wills, Endowment Funds, Trusteeship, Institutional/

Government Bonds, Syndicated Loans, Share Warehousing, Custodial Services and Agency Services (Escrow).


#### **The Insurance Group**

The Insurance business group covers our insurance-related subsidiaries: FBNInsurance, FBN General Insurance and FBN Insurance Brokers. The business group offers Life and General insurance services as well as insurance brokerage services.

#### **FBN Insurance Limited**

FBNInsurance is a Limited Liability Company licensed to transact Life Insurance businesses in Nigeria. The Company is jointly owned by FBNHoldings Plc (65%) and the Sanlam Group, one of the largest financial institutions in South Africa (35%) and it officially commenced operations on the 1st of September 2010.

FBNInsurance provides the Nigerian Insurance market with best-in-class, innovative, solution-driven products and services that create value for all stakeholders whilst consistently demonstrating integrity, professionalism and confidence. It is poised to play a significant role in the development of the insurance industry in Nigeria through product innovations, efficient service delivery and prompt claims settlement.



**The Insurance business group covers our insurance-related subsidiaries: FBNInsurance, FBN General Insurance and FBN Insurance Brokers. The business group offers Life and General insurance services as well as insurance brokerage services.**

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#### **FBN Insurance Brokers Limited**

FBN Insurance Brokers Limited is committed to supporting businesses through expert broking knowledge in energy/special risks, aviation and domestic insurance, like property, liability, auto and construction. The company operates one of the most sophisticated insurance brokerage software applications. It is capable of updating clients' database, generating debit notes, clients' statement of accounts and policy renewal alert. In addition, the company manages its special risks portfolio in active collaboration with reputable international reinsurance brokers, amongst which are HSBC and UIB Limited.

#### **FBN General Insurance Limited**

In 2014, FBNInsurance bought a 100% stake in the then Oasis Insurance, and incorporated it into the FBNHoldings Group. The new company, re-christened FBNGeneral Insurance, is a subsidiary of FBNInsurance Limited saddled with transacting general insurance business in Nigeria.

#### **Our Proposition**

Given the distinctive heritage of FBN Holdings Plc, the Group is well positioned to ensure the best possible returns and service to its shareholders, clients and other stakeholders. FBN Holdings is dedicated to supporting shareholders and clients to maximise the infinite opportunities inherent in its rich century-long heritage as a consolidated one-stop financial supermarket. The Group profiles industry trends to enable stakeholders leverage investment opportunities, whilst highlighting the specialisation of subsidiaries to enhance service delivery and consumer satisfaction.

Customers stand to benefit from the resultant increased efficiencies and optimisation of opportunities arising from shared services within the Group, accentuated by FBN Holdings' commitment to global best practices, good corporate governance, sustainable corporate citizenship, and thought leadership interventions, whilst it continuously leverages strategic partnerships to sustain its position as the bastion of ethical leadership.

The Group maintains the drive to remain the undisputed leader in every business in which it participates; growing its franchise to become the financial services provider of first choice to all, including the next generation of Nigerians, the broader sub-Saharan African market and internationally. This ensures superior shareholder returns underpinned by solid near-term financial performance and strong long-term growth prospects.

Through increased specialisation and consolidation on the strengths of each business line, FBN Holdings Plc enhances the entire Group's ability to drive growth into the future.

# Creating Positive Impact

## Putting You First


EMPLOYEE  
EMPOWERMENT 13

FINANCIAL INCLUSION 14

SUPPORTING OUR  
COMMUNITIES 15







**2018 had its unique set of economic, social and environmental challenges. For an organisation that is designed to continually evolve in search of solutions for nation building, maximising its positive impact while minimising its negative impact as best as possible has been a top priority.**

At FBN Holdings, being a good corporate citizen involves a commitment to ensuring a more inclusive, and constant empowerment of our employees. It is about continually putting our customers' needs first as well as enriching the lives of the communities where we live and work. It's about driving a sustainable business that contributes to the overall sustainable growth and development of the society while responsibly managing our environmental, social and governance impacts in the process.

As in previous years, building and sustaining relationships remains a fundamental enabler to create value for our stakeholders – our people; our customers; our shareholders; the communities. We will continue to explore ways to enhance our relationships.

#### **Employee empowerment, engagement and inclusive workplace**

Critical to our success story is our people. We are constantly committed to ensuring that the skills and talents of our people are properly harnessed to achieve the business goals of the organisation. For 2018, The People Agenda was defined and identified as a key enabler for the delivery of the bank's strategy for talent. The strategic objective of the People Agenda is to become a leading bank for talent to drive superior performance. The People Agenda will target the following people outcomes:

- Performance management- to drive a high-performance organisational culture;
- Talent management- to actively nurture top talents to full potential;
- Organisation- to enhance organisation's productivity & efficiency

- Rewards & recognition- Instituting competitive pay structures to attract, motivate and retain talent.

Our dedication to diversity and inclusion has seen us build a culture where all employees are valued and respected and where their opinions count. We remain committed to ensuring a diverse and inclusive culture where employees believe that their views are heard, their concerns are attended to and they work in an environment where partiality, discrimination and harassment on any matter, including gender, age, ethnicity, religion and disability, are not tolerated and where progression is based on impartial criteria.

To this end, we ensured as reflected in our diversity policy that our staff are from diverse backgrounds. In addition, driving gender equality remained a key aspect of the Group's culture and in 2017, we had male to female ratio at 55.6% and 44.4% at FBN Holdings. For 2018, we had male to female ratio at 61% and 39% at FBN Holdings.

Employee engagement is critical to our success as a Group and we have established an engagement and commitment strategy, noting the peculiarities attributable to the industry and the various locations of our individual entities. Some of the avenues for staff engagement within the year 2018 are town hall meetings with executives; manpower planning and resourcing for critical roles in the Group as well as culture change for the FBNHoldings Group.

To ensure that employees internalise the right behaviours necessary for achieving the brand promise and ultimately, the strategic objectives of the organisation, a Culture Transformation programme which will span a duration of 24 months was launched in September 2016.

At FBNHoldings, we know that our people are critical to the success of our business. We are therefore committed to ensuring that their skills and talents are properly harnessed to achieve the business goals of the organisation. The Group has a talent management framework that provides guidance on hiring, staff development and training, and matching competencies with job requirements.

Based on the four culture themes (Entrepreneurship; Professionalism; Integrity and Customer Centricity), which are designed to form the bedrock of behaviours for all employees, 2018 was the year of reinforcing the new cultural values. We focused on revamping the programme and aligning more to processes building on the trainings, change network implemented. The full revamp and implementation of a process focused culture initiative will be implemented in 2019.

#### **Promoting financial inclusion: putting our customers' needs first**

Our focus on improving the quality of life and financial security of our customers and their families continued in 2018. With this goal, it the constant commitment to explore ways to design sustainable products and services tailored to meet their needs and expectations.

Last year, our focus areas at enhancing the customer centricity were on enhancement of service offerings on the digital channels; availability of more self-service options and customer engagement across locations. These efforts were sustained in 2018.

We have consistently empowered the unbanked and the underbanked through the combined digital platforms of Firstmonie®; FirstMobile as well as the employment of the agency banking model. In the year 2018, we issued over

10,153,871 cards to customers. In addition, 85% of our customers' transactions were performed on self-service channels rather than brick and mortar branches.

The revamped FirstBank online banking platform has made it possible for new users to carry out self-registration, while corporate users can enjoy the new transaction approval workflow feature. The new experience applies to Firstmobile customers as well. They now enjoy additional services such as card management (customers are able to enable or disable the use of their payment cards on different electronic channels), QR payments (secure payment by scanning QR code), transaction receipts generation and cheque management.

Overall, we have got a steady growth customers on our digital channels. While we had 7,318,351 customers in 2017, there was a growth of about 33% in 2018 with 9,714,725 customers

The revamped Firstmonie - the new agent banking model (Human ATMs) has continued to provide the unbanked and underbanked members of society with most of the banking services available to customers in the branches. Since 2017, individuals could deposit, withdraw and transfer funds (to FirstBank and other bank customers), pay bills and buy airtime at agent over 14,791 locations, just like the ATM. As at December 2018, our FirstMonie agents had conducted 32,845,242 transactions.



**The revamped Firstmonie - the new agent banking model (Human ATMs) has continued to provide the unbanked and underbanked members of society.**

To further demonstrate our commitment to financial inclusion, FirstMonie was revamped. The new agent banking model (Human ATMs) provides the unbanked and underbanked members of society with most of the banking services available to customers in the branches.

In addition, the Bank has improved its ATM services. Active ATM terminals have increased from 2,879 to 2,938 in 2018 and the Bank has maintained its position as having the largest ATM network in Nigeria.

#### Supporting our communities

Supporting the communities in which we live, and work is our key corporate responsibility and sustainability (CR&S) strategic pillar. We understand that the survival of these communities underpins our sustainability. Therefore, to help drive long-lasting impact, we have adopted the citizenship approach (an aspect of CR&S) that entails considering our stakeholders' needs while making business decisions. Under community support, we focus on education, economic empowerment, and health and welfare. Our key programmes within these platforms are SPARK (start performing acts of random kindness), FutureFirst, FirstBank Educational Endowment, Employee Giving and Volunteering.



CEO, First Bank of Nigeria Limited, Dr. Adesola Adeduntan, (middle), Mrs. Ugorji, Principal, Yaba College of Technology Secondary School(Left); Mrs. Chinwe Bode-Akinwande, Head, Brand Quality Assurance, FirstBank (extreme left); Mr. Arowolo, Vice-Principal, Admin, Yaba College of Technology Secondary School(right), with students of the school during the Career Counselling Session held in commemoration of the 2018 FirstBank Corporate Responsibility and Sustainability Week

# Our corporate responsibility & sustainability approach

As a responsible organisation, we are committed to growing our people, minimising our environmental impacts, meeting the needs of our customers and investing in our communities in which we operate

CR&S  
APPROACH 17

PARTNERSHIPS 20





**The sustainability approach is designed to deliver value in a structured way along four key areas. These are: driving sustainable finance & investments; empowering people; supporting our communities and contributing to environmental sustainability.**

Corporate Responsibility and Sustainability (CR&S) involves meeting the needs of our current stakeholders now and in the future. It goes beyond financing economic activity in a responsible way to ensuring an inclusive, positive impact on our communities. It is about creating long-term stakeholder value by adopting the opportunities and managing the associated environmental, social and governance risks. CR&S is not bolted on to our corporate strategy. It is embedded in our business strategy and our daily operations.

Our CR&S approach is three-pronged: citizenship, stakeholder management and impact management. Citizenship and stakeholder management involve considering the needs of stakeholders when making decisions, while impact management is about minimising our negative impacts and increasing our positive impacts on society. The CR&S approach is contained in the Group's corporate responsibility policy. The policy clearly outlines our commitments and approach to corporate responsibility, as well as the Group's CR&S governance framework. The policy's scope and respective guidelines apply to operations and activities throughout the Group, including the subsidiaries in all locations, stakeholders and associated partners representing the Group.

The CR&S approach is designed to deliver value in a structured way along four key areas within the subsidiaries of FBN Holdings: driving sustainable finance and investments;

empowering people; supporting our communities; and contributing to environmental sustainability.

#### **Driving sustainable finance & investments**

Our customers remain a vital element of our business. We constantly seek ways of providing products and services to meet their needs while ensuring that we manage our environmental, social and governance impacts in the process; thus, contributing to overall sustainable growth and development.

#### **Empowering people**

We are committed to growing our people; providing opportunities and a supportive environment and culture for personal development.

#### **Supporting our Communities**

We invest our time and resources as part of our responsibilities to enrich the communities in which we work and live.

#### **Contributing to environmental sustainability**

We are committed to avoiding or minimising environmental impacts beyond our responsible lending and investment efforts.



Our CR&S journey is enhanced by a set of enablers which help drive our priorities. They include CR&S capacity development, stakeholder engagement, partnerships and communications as well as CR&S performance management.

#### Corporate Responsibility & Sustainability Enablers

Our CR&S journey is enhanced by a set of enablers which help drive our priorities. They include CR&S capacity development, stakeholder engagement, partnerships and communications as well as CR&S performance management.

Capacity development requires developing the relevant policies, processes and tools, skills and capabilities to achieve the Group's sustainability and business objectives. Also, building trust, through effective stakeholder engagement enables the Group in achieving our sustainability priorities.

Equally important in meeting our sustainability goals is providing actionable performance data, producing sustainability reports and effectively managing performance.

#### Corporate Responsibility & Sustainability Capacity Development:

The Group has developed an approach to manage the specific training requirements:

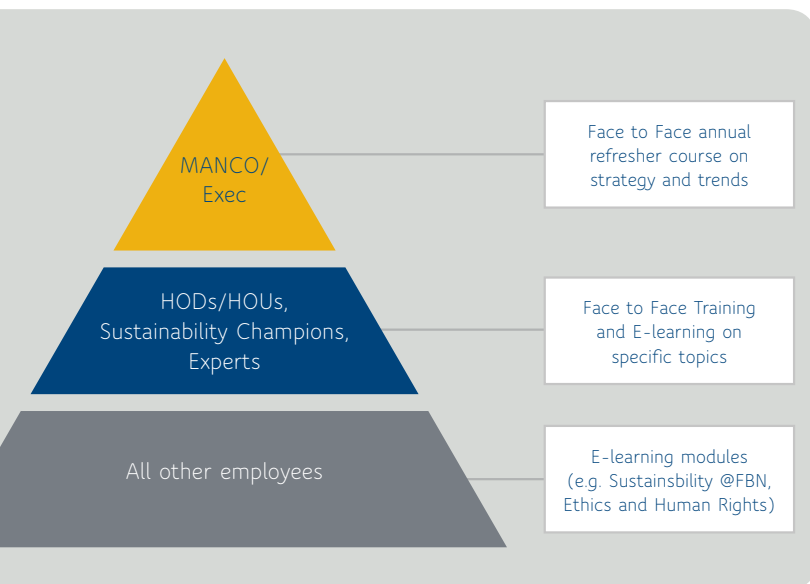
The E-learning courses have been particularly structured to ease the learning process given the need to ensure all employees are trained on sustainability.

- Training for all employees on sustainable banking issues and principles: This is for all employees including specific training for senior leadership. Additional specific training is also required for:
- Sector specific employees: Training is delivered on specific issues for key industries (e.g. oil and gas; agriculture; power).
- Client relationship managers and risk team: Training is on environmental, social and governance risk management issues


#### Sustainability & Corporate Responsibility Performance Management & Reporting

Sustainability and corporate responsibility performance management and reporting is a key component of the Group's strategy as it enables us to effectively measure, manage and report sustainability performance and also meet The Nigeria Sustainable Banking Principles' (NSBPs) requirements to report a wide range of metrics.

We have defined a sustainability performance management process to help the Group measure and deliver its strategy by effectively gathering and analysing data from multiple sources to help drive performance and improve reporting. This includes employing a sustainability performance management software over the current manual excel solutions.







**We believe that sustainability drives growth and one of the keys to embedding sustainability successfully is through partnerships.**

### **Partnerships and Communications**

Partnerships and communications are essential parts of the Group's sustainability enablers. We believe that sustainability drives growth and one of the keys to embedding sustainability successfully is through partnerships.

Therefore, in integrating sustainability and driving corporate responsibility programmes, we are partnering with different credible and reputable international NGOs, sustainability consulting companies; educational institutions; governmental bodies and developmental finance institutions. In pursuit of our CR&S vision, we will continue to partner locally and globally to embed sustainability as a way of life in building the nation and enabling the continent take its rightful place.

Additionally, effective stakeholder engagement and partnership require good communication. To this end, we have articulated a CR&S communication plan designed to meet the requirement of our stakeholders

Our partners are secured based on CR&S strategic pillars: sustainable finance; people empowerment; community support and environmental sustainability.

### **The Sustainability Governance Structure**

In the Group, our approach to conducting business is premised on high ethical standards and strict adherence to all provisions of the code of conduct guidelines. To ensure sustainability becomes embedded throughout the Group with strong leadership and support, the Board Risk & Management Committee of the FirstBank Board has been approved by the Board of Directors to provide oversight role

and direction for FirstBank. This also applies to the Merchant Banking and Asset Management's group sustainability governance structure.

The current structure for FirstBank consists of the sustainability committee led by the Chief Risk Officer (CRO). This committee provides oversight to the strategy and operational delivery of sustainability across FirstBank. The CRO is also responsible for sustainability in FBN Merchant Bank. He also works with external stakeholders to provide input and ensure effective engagement. The roles and responsibilities of this committee are reflected in the Board charter on sustainability.





STRATEGIC PILLARS	PARTNERS	FOCUS AREAS
<b>Sustainable finance</b>	<p>International Finance Corporation Lagos Business School of the Pan-Atlantic University Sustainability Centre Accenture</p> <p>Central Bank of Nigeria &amp; other financial institutions Junior Achievement Nigeria</p>	<p>Capacity building</p> <p>Capacity building and sustainability thought leadership.</p> <p>Development of sustainability strategy and opportunities inclusive of environmental, social and governance management system.</p> <p>Nigerian Sustainable Banking Principles (NSBPs). Financial literacy.</p>
<b>People empowerment</b>	<p>Lagos Business School of Pan-Atlantic University</p> <p>United Nations Global Compact</p> <p>Junior Achievement</p>	<p>Sustainability capacity building</p> <p>Human Rights, labour and anti-corruption issues</p>
<b>Community Support</b>	<p>LEAP Africa Wowe Wimbiz Fate Foundation Nigeria Leadership Initiative (NLI) Lagos State Empowerment &amp; Resource Network (LEARN) Federal University of Technology, Akure University of Nigeria, Nsukka Obafemi Awolowo University University of Lagos University of Maiduguri</p>	<p>Promoting our programmes under the platforms of Education, Health; Economic empowerment, and the Environment</p>
<b>Environment Sustainability</b>	<p>Nigeria Conservation Foundation (NCF)</p>	<p>Conservation and preservation of wildlife and biodiversity</p>

OUR  
CORPORATE  
RESPONSIBILITY  
& SUSTAINABILITY  
STRATEGY



Empowering people



Supporting our  
Communities



Driving sustainable  
finance



Contributing to  
environmental  
sustainability

# Engaging our stakeholders

Engaging our stakeholders provides opportunities for us to align our business practices further with societal needs and expectations, and drive long-term sustainability and shareholder value.

STAKEHOLDERS  
CATEGORY

23

MATERIALITY

25

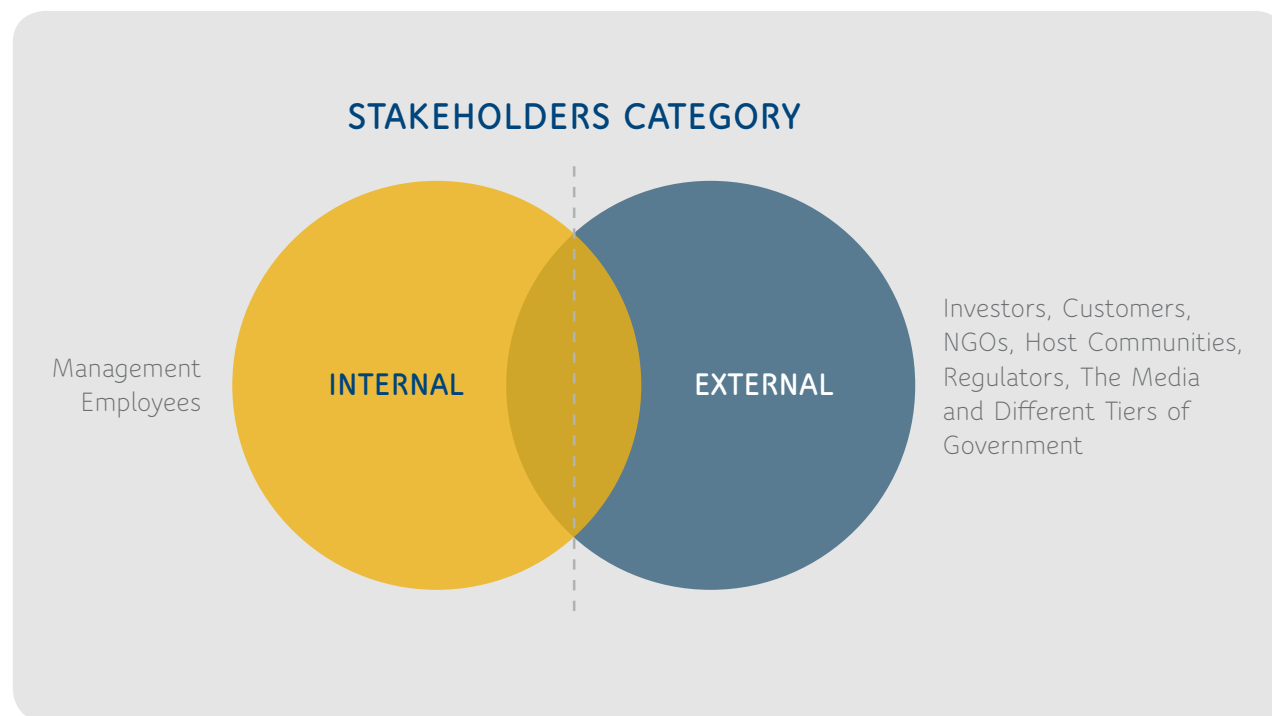




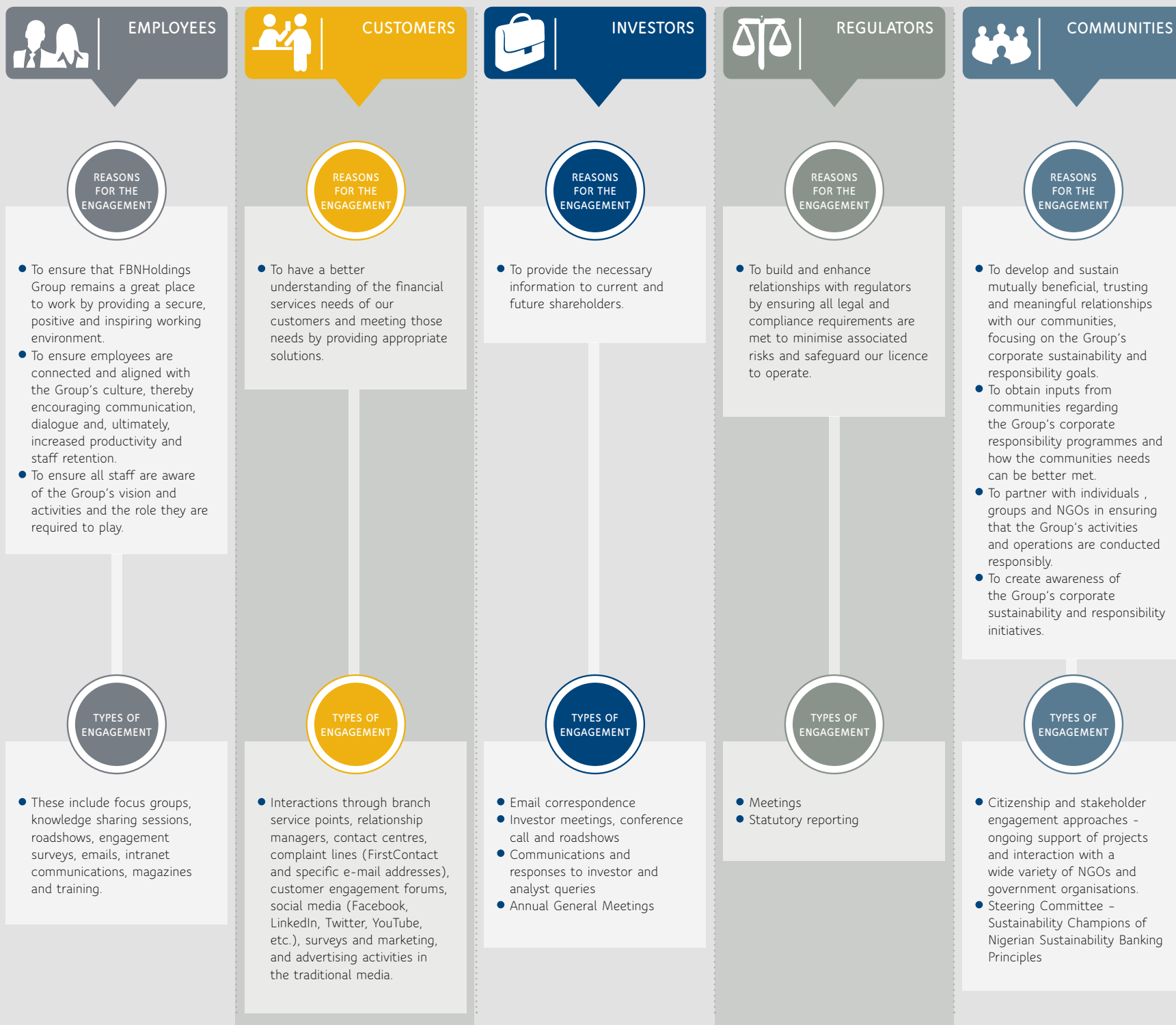
The FirstBank Conservation Initiative is part of our long-term approach to promoting sustainability, which involves minimising our direct and indirect impacts on the environment. And the success of this initiative is dependent on our meaningful engagement with our stakeholders.

Our approach to Corporate Responsibility and Sustainability includes Citizenship. This entails putting into consideration the needs of our stakeholders while making business decisions. Our stakeholders are broadly categorised into two: Internal and External. Our main internal stakeholders are our employees and shareholders while our external stakeholders comprise our customers, host communities, regulators, the media, government agencies amongst others.

As in previous years, we continued to robustly engage our stakeholders in 2018. This provided opportunities for us to further align our business practices with societal needs and expectations, drive long term sustainability and shareholder value.



## AN OVERVIEW OF HOW WE ENGAGE WITH OUR KEY STAKEHOLDERS





Our materiality issues are aligned with our four corporate responsibility & sustainability strategic areas: sustainable finance and investment; people empowerment; community support and environmental sustainability.

### Defining Materiality

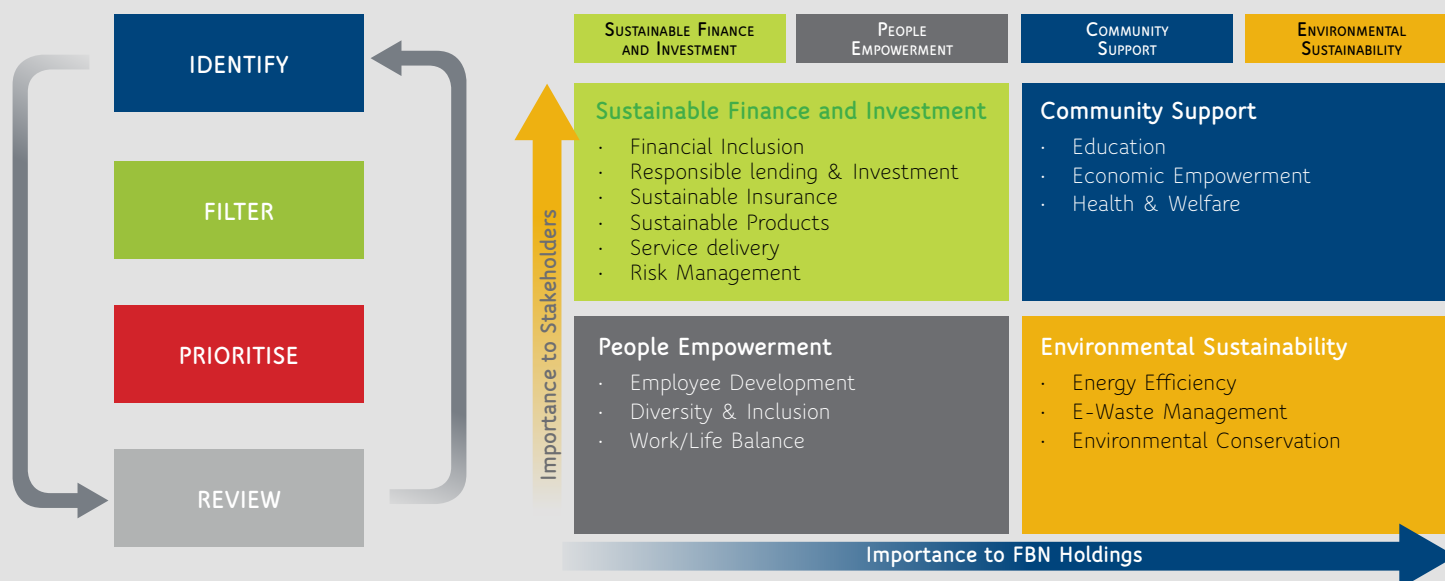
In defining materiality in this report, we considered our social, environmental and economic impacts and how they significantly affect our current and future stakeholders' ability to meet their needs. Of the issues identified, we have prioritised eight. In identifying the issues, we employed an inclusive process that involved our key stakeholders as shown above.

Our materiality issues are aligned with our four corporate responsibility & sustainability strategic areas: sustainable finance and investment; people empowerment; community support and environmental sustainability.

support and environmental sustainability. The top sustainability issues according priority are as follows:

- Financial Inclusion
- Responsible lending; Investment & Insurance
- Service Delivery Excellence
- Diversity & Employee Development
- Education
- Economic Empowerment
- Health & Welfare
- Energy Efficiency
- Environmental Conservation
- Risk Management

## MATERIALITY MATRIX



# Corporate Governance


...Our governance structure/framework is unparalleled in the industry with Board and management appointments, including transitions at executive levels, made with ease and devoid of rancour and business disruptions.

STRONG LEADERSHIP 27

RISK MANAGEMENT 27

ETHICS AND COMPLIANCE 29





**In line with the company's tradition of ensuring global best practices, the Board of FBNHoldings has demonstrated best corporate governance practices in 2018. The duties of individual operating companies are carried out through their respective Boards of Directors which ensure compliance with the statutory and regulatory requirements of the sectors in which they operate.**

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### **Strong leadership**

We acknowledge that to enable prudent management of resources and deliver to the long-term success of our company, good corporate governance is relevant. Corporate governance involves directing and controlling companies. The Board is to build long-term shareholder value and ensure oversight of appropriate controls, systems and practices to safeguard the assets of FBNHoldings sustainably.

In line with the company's tradition of ensuring global best practices, the Board of FBNHoldings has demonstrated best corporate governance practices in 2017. The duties of individual operating companies are carried out through their respective Boards of Directors which ensure compliance with the statutory and regulatory requirements of the sectors in which they operate. The Boards of the operating companies as well as the Holding Company operate through various committees which are constituted in adherence to the various regulations and codes.

To ensure appropriate oversight function, the Group Managing Director sits on the Board of the key subsidiaries (business groups) of the Group. The Board of FBNHoldings and the boards of the operating companies comprise of individuals who possess not only the right technical abilities and business experience, but also the personal qualities required to be effective, dedicated and committed stewards of the Company. They have displayed excellent, proven business knowledge and Board experience spanning an array of industries and sectors.

### **Risk Management**

Effective risk management requires a robust governance structure in which everyone knows their individual and collective accountabilities for risk management, risk oversight and risk assurance. It allows us to identify strengths, weaknesses, opportunities and threats and how to deal with them. This is reinforced by appropriate delegation of authority from the Board, which sets the appropriate tone down through the management hierarchy, and is supported by a committee-based structure designed to ensure that the risk management system across the Group is in line with regulations and leading practices. Effective risk management strategies allow us to identify strengths, weaknesses, opportunities and threats in retail banking business. The Board of Directors of the holding company (assisted by the Board Audit & Risk Assessment Committee) oversees the Group's risk strategy, approves the Group risk appetite, and reviews the adequacy of the risk management framework and control effectiveness. The Group Risk Stakeholders Committee comprises of the Chief Risk Officers (CROs) and Chief Compliance Officers (CCOs) of the business units and the Group Risk Manager. The committee ensures a strong and effective relationship between the risk management function of the business units and the holding company, as well as enhances the risk coordination process across the Group. We continually modify and enhance our risk management policies and systems to reflect changes in markets, products and international best practices.







### **Ethics and compliance**

The Group prides itself in having one of the most compliant and leading holding company structures in the industry. Its governance structure/framework is unparalleled with Board and management appointments, including transitions at executive levels, made with ease and devoid of rancour and business disruptions.

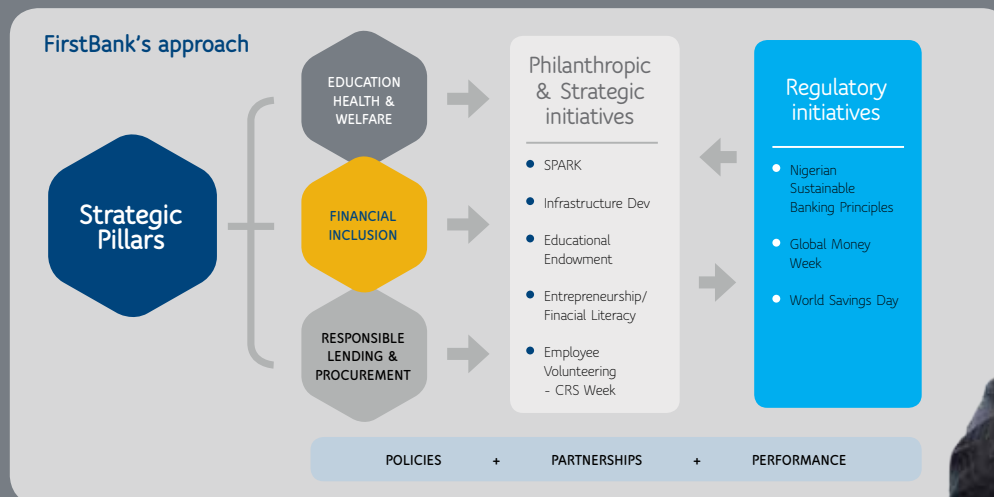
Our approach to doing business in the group is based on high ethical standards and strict adherence to all provisions of the code of conduct guidelines. With an enviable corporate governance framework and also leveraging the quality of its workforce, the Group has experienced continued growth in its various business operations in line with its strategic priority, which is 'to increase its share of the customer's wallet in the chosen market'. Among other things, the ability to deliver and sustain this mandate is dependent on staff commitment, engagement and ability. In addition to staff competence, the conduct of the Group's workforce remains professional, hinged on well-established ethical and code of conduct frameworks that guide expected behaviour. This is driven from senior leaders who have worked relentlessly to build/develop ethical culture within the Group. This ethical culture is reinforced by rewarding employees who constantly embody the values and integrity which the Group upholds.

Employees are regularly sensitised to express behavioural patterns through several internal campaigns aimed at ensuring that our people operate in line with our approved standards.

At FirstBank, we are committed to touching lives in the communities where we live and do business. Through our youth empowerment and female entrepreneurship programmes under our CRS pillars in Education and Health & Welfare, we will continue to support our communities.

EDUCATION, HEALTH & WELFARE 31      EMPOWERING WOMEN 36

RESPONSIBLE LENDING & PROCUREMENT 39



**Dr. Adesola Adeduntan**  
CEO, First Bank of Nigeria Limited







The CFO of FirstBank, Patrick Iyababo (2nd right) presenting a trophy to winners of National Company of the Year competition - Inventive Explorers from Caro Favoured School, Ajegunle



## DEVELOPING OUR COMMUNITIES THROUGH EDUCATION, HEALTH & WELFARE INITIATIVES

FirstBank is committed to nation building and has been driving sustainable social, economic and environmental growth for over 124 years. Our community development initiatives are anchored on our strategic Education, Health and Welfare pillars. Our engagement in sustainable business practices is based on our commitment to enhancing economic development and ensure economic stability for the present and future generation.

Our key programmes include; FutureFirst programme; Infrastructure Development programme; Start Performing Acts of Random Kindness (SPARK); and Employee Giving and Volunteering.

### FutureFirst Programme

The FutureFirst programme is designed to drive financial literacy, career counselling and entrepreneurship for young ones. We work with non-governmental organisations (NGOs) such as Junior Achievement Nigeria (JAN) to implement FutureFirst projects. JAN's programme aligns with the FutureFirst's vision and based on the curriculum, we have positively impacted students in different locations across the country. Through our partnership with JAN, senior secondary school students were provided with practical business experience through the organisation and operation of an after-school business enterprise incubation programme.

The programme offers an experiential supplement to the students' business and economics studies. It provides insights to how businesses are organised and operated; develop critical thinking, speaking and leadership skills; understand the rewards of the free enterprise system;

learn about career opportunities; and gain basic workforce-readiness skills. The programme also fosters a positive relationship between young people and the business community.

The JAN programme is also connected to the Company of the Year (COY) competition. COY, sponsored by FirstBank, is a competition organised to promote financial inclusion, creativity, entrepreneurship, collective thinking and team work amongst secondary school students, whilst driving their preparedness for university education and subsequent stages of life. This programme is aimed at influencing the economic growth and development in the respective Junior Achievement Worldwide member countries and the world at large.

The Inventive Explorers from Caro Favoured School, Ajegunle in Nigeria won three different categories: Regional Company of the Year (RCOY), National Company of the Year (NCOY), and Company of the Year (COY) Africa competitions. The latter took place in Accra, Ghana on Friday, December 8, 2018. The Inventive Explorers won the competitions with an inventive user-friendly and portable mobile traffic light designed to reduce accidents. The team was equally awarded the Coca-Cola Excellence in Teamwork Awards and the FedEx Access Award, for having a business that best demonstrates the ability to transcend national borders.

The FutureFirst programme has impacted over 80,000 secondary students, across different parts of the country including Lagos, Port Harcourt and Abuja with knowledge of financial literacy and entrepreneurship. This programme recruited staff volunteers from the Bank expending over 38,000 volunteering hours.



The Champions - Inventive Explorers from Caro Favoured School, Ajegunle, displaying their winning products - user-friendly and portable mobile traffic light designed to reduce accidents.





President of the CFA Society, Banji (fifteen from right) with students from the various Universities including OAU and University of Lagos at FirstAcademy - venue of the Ethics Challenge.

### CFA Universities Ethics Challenge and Samuel Asabia Chair on Business Ethics

To demonstrate the Bank's commitment to ethics, professional excellence; capacity building and inclusive growth of Nigerians as well as support youth education and drive nation building, the Bank partnered with CFA Society in its yearly Universities Ethics Challenge. CFA Institute is a global, not-for-profit association of investment professionals with a mission to lead the investment profession globally by promoting the highest standards of ethics, education and professional excellence for the ultimate benefit of society.

The Ethics Challenge aligns with the CRS strategic approach and the objective of FirstBank's Endowment programme; the Samuel Asabia Chair for Business Ethics at the University of Lagos. We believe that promoting ethics in business is not only important for the reputation of our brand, but also one of the solid pillars that effectively support sustainable financial institutions. The 2018 Ethics Challenge held at Lagos and Abuja and the winner emerged from Obafemi Awolowo.



### Infrastructural Development Programme

FirstBank Infrastructural Development programme promotes and supports infrastructure development. Some of the identified areas of support include provision of infrastructure facilities to: schools, hospitals and environment. Ten universities and three secondary schools are currently being supported.

Renovated lecture theatre in the University of Ibadan as part of the Infrastructure Development Programme.



Renovated Lecture theatre in the University of Ibadan - part of the FirstBank Infrastructure Development programme.



- SPARK is an initiative that focuses on creating and reinforcing a consciousness/mindset of showing compassion, empathy; as well as giving to others aimed at inspiring people to make a difference.
- We believe that every act of kindness (regardless of how little or in whatever form) ignites a ripple effect that goes on without end.
- We are committed to using the SPARK platform to empower people and create a positive ripple effect that expands and strengthen the Nigerian economy.

## Impact

- 100 beneficiaries including capital boost petty traders; school fees for students and those with health challenges.
- Disaster relief support to over 600,000 internally displaced Persons in North East and Benue flood victims
- Support for and partnerships with over 22 charities/ foundations including the Down Syndrome Foundation; Sickle Cell Foundation; National Association of the Blind; Nigeria Red Cross Society; Pacelli School for Blind and Partially Sighted; International Women Society; United Nations Global Compact

Make the world  
a better place

...Spark up  
somebody's life  
today!



## Impact Nuggets

### Baby Ijeoma got another chance to live...

Baby Ijeoma is one of the many beneficiaries nominated through the SPARK initiative platform. She had a heart condition and the parents could not afford N4 million – the estimated cost to help save her life.

Through the SPARK initiative, she got a corrective surgery in India in partnership with Vama Wave Foundation.



Follow us





**LEFT:** DMD, FirstBank, Gbenga Shobo (4th from left on the last row) with staff at the Down Syndrome Foundation during the 2018 CRS week.

**RIGHT:** The ED Corporate Banking Dr. Remi Oni (4th from left) in one of the career counseling sessions at the Fazi-l Omar Secondary School Lagos during the 2018 CRS week.

## Celebrating Corporate Responsibility and Sustainability Week

As part of the Employee Giving and Volunteering programme FirstBank commenced a week celebration of its annual Corporate Responsibility and Sustainability (CR&S) initiatives. The maiden edition held in September 2017, while the second edition took place in June 2018. The theme for the FirstBank CR&S week in 2017 was "Promoting Kindness; Putting You First" while the 2018 theme was "Touching lives; You First" This is a culmination and consolidation of the Bank's interventions in social responsibility, promoting random acts of kindness across communities in Nigeria's six geo-political zones and the Bank's subsidiaries in United Kingdom and Middle Africa. The programme reflects the FirstBank's brand promise to always put its customers first while reinforcing the Bank's role in driving sustainable development in the communities where it operates.

The CR&S week is specially designed to show act of kindness in our society and the events are tailored towards re-orientating the society along the right values; encouraging citizenry to intentionally create positive impact in their immediate environment. One of the major highlights of the week has been dubbed the SPARK initiative; Start Performing Acts of Random Kindness.

During the week-long activities, FirstBank's employees give their time and resources to promote random acts of kindness within their communities, driving welfare through giving and visits to orphanages/less privileged homes and

Internally Displaced Persons (IDPs) camps. The Bank also holds career counseling sessions with secondary school students across the country which involve FirstBank staff coordinating sessions that will inculcate financial literacy and inclusion in young students; supporting women empowerment initiatives as well as advancing social engagement by providing vision screening and affordable eye glasses for low income earners.

FirstBank's CR&S week is the first of its kind in the financial service industry in Nigeria.

### Employee Giving and Volunteering

Our Employee Giving and Volunteering programme was set up to encourage employees to give back to the community and to instil the integral corporate culture of giving. The programme is structured around two elements:

**Volunteering:** this involves employees volunteering their time and skills to support philanthropic activities. This provides opportunities for employees to use their capabilities in varied contexts, develop new skills, partner with people within and outside the Bank, and expand their horizons.

**Giving:** this involves employees donating material resources to the less privileged including cash. Our giving is mainly driven through a crowd funding approach. Crowd funding enables large numbers of people to make small contributions or donations to a cause.



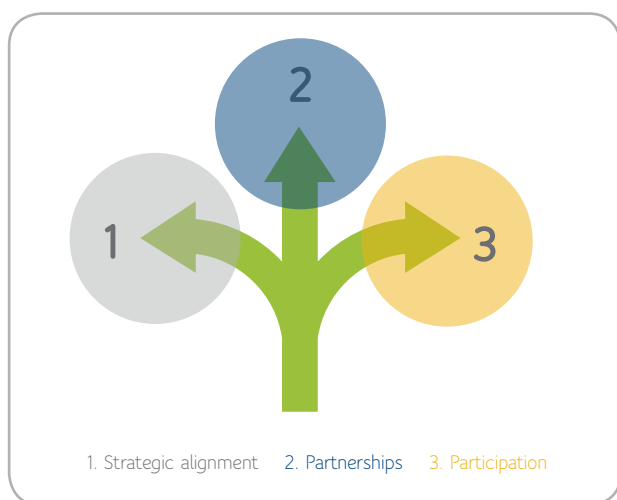
**FirstBank's CR&S week is the first of its kind in the financial service industry in Nigeria.**

Giving/IDP/Orphanage



**8 Countries**

**26 Charities Impacted**



### The approach is three-pronged:

**Strategic alignment:** our volunteering activities and initiatives must be aligned with our corporate responsibility and sustainability strategy.

**Partnerships:** the initiatives are also implemented by leveraging existing partnerships, such as LEAP Africa, the Down Syndrome Foundation, Junior Achievement Nigeria and the Nigerian Conservation Foundation.

**Participation:** Employee Giving and volunteering is open to all employees; for some projects, a subset of employees who possess the required expertise are targeted. For example, the FutureFirst financial literacy and career counselling programme is driven by employees with the appropriate skills and knowledge. In addition, employees are encouraged to begin and promote their personal initiatives. These initiatives are often recognised and rewarded by the Bank for outstanding performance.

The programme aligns with the four core areas of our Community Support Pillar: education, health and welfare, economic empowerment, and the environment:

**Education:** volunteers are expected to train or mentor students and members of the local community on specific subjects identified as knowledge gaps that hinder them from doing business. Programmes include; FutureFirst, and the Youth Leadership and Development programme.

**Economic empowerment:** volunteers use their skills to empower students, community groups and displaced people through coaching and teaching. Programmes include FutureFirst and entrepreneurship.

**Health and welfare:** volunteers give their time, energy and financial resources to the aged, orphans, the less privileged and the sick. Such initiatives include; the Hope Rising programme and visiting the less privileged.

**Environment:** the Bank supports training that encourage employees adoption of responsible practices that positively impact the community. Such initiatives include; staff training and the Environment Conservation programme.

In 2018, staff volunteers participated in different CRS activities of the Bank which included Global Money Week; World Savings Day as well as the Youth Empowerment Series. These activities were designed to provide students with practical business experience through the organisation and operation of an after-school business enterprise programme as well as passing on the relevant skills and values, such as good judgement, hard work, integrity, confidence and collaboration.





## EMPOWERING WOMEN

FirstBank recognizes the significant role women play in the development of the society, therefore prioritises women empowerment through initiatives, policies and products. To this end, the Bank appointed Mrs. Ibukun Awosika as the Chairman of its Board of Directors. The Chairman has shown her commitment to empowering women by being at the fore-front in driving the product.

To further demonstrate the Bank's commitment to women empowerment, the Board in line with its corporate responsibility & sustainability goals, has appointed the Board Risk Management Committee (Committee) at the Board level; as well as the corporate responsibility & sustainability committee headed by the CRO of the Bank to oversee Corporate Responsibility & Sustainability. Women economic empowerment is vital to the agenda of the committees which have a charter that summarises the functions and expected responsibilities, the committee is empowered to successfully embed and implement CR&S objectives across the bank's operations and activities.

FirstBank is a great advocate in the Nigeria finance industry in the global movement for gender equality and economic empowerment envisioned through the introduction of a uniquely designed bespoke product by the Bank as a platform to advance the course of women of all demographics in different sectors of the economy amongst other initiatives. The market impact of FirstGem in the 2-year anniversary of the product launch has witnessed tremendous growth in numbers and volumes. As at September 30, 2018, 44,356 women (corporate and

individual, including staff) currently own and operate the FirstGem account with a seating balance of N2.4billion. From industry statistics, the Bank is currently posting the No. 1 position in terms of number and deposit portfolio of women-owned bank accounts compared with peer banks.

To support the growth in women-led economic activities, the Bank created an avenue for women to have access to soft loans at a single-digit interest rates to support their aspirations and economic development in different fields of endeavor through partnership with Bank of Industry (BOI) and through this collaboration had secured a N5.0Billion funding support for women SMEs without any form of collateralization required.

Another innovative milestone that FirstBank had demonstrated in support of gender equality and diversity in favour of women is the creation of FirstGem Online Community. This is an online platform that provides information on a wide range of issues affecting women from lifestyle, politics, business ideas, skills acquisition, etc. It also features blogs and posts videos of high-profile women of influence providing mentorship nuggets and providing answers to a variety of life, career and business/social issues as guides for women. As at date, over 5,000 women have subscribed and like the platform with a lot more women showing interest on the value offerings of the platform.

The growth and success of women-owned businesses is one of the most profound changes taking place in the business world today. Our Bank aligns with this global trend and is demonstrating its support and active participation through



## Funding support for women SMEs

created access to soft loans at a single-digit interest rates to support their aspirations and economic development in different fields of endeavor through partnership with Bank of Industry (BOI)





FirstBank recognises the significant role women play in the development of the society, therefore prioritises women empowerment through initiatives, policies and products.

innovative empowerment programs it will continue to reel out in support of women development in the medium to long term.

#### Programmes for women

##### FIRST GEM Product – Empowering women; creating wealth

The Bank has initiated Firstgem. A bespoke solution to foster empowerment of women across the socio-economic strata, FirstGem which has recorded significant milestones is a product that is ideal for all women aged 18 years and above, whether working professionals or entrepreneurs and comes in 2 variants, savings and current account. This is driven at the very top level by the chairman of the Bank.

Benefits of the account includes

- Access to select Leadership programmes/workshops/trainings on women empowerment
- Access to business development advisory services for accessing CBN/BOI intervention funds at single digit interest rates
- Business skills on wealth management and investment plans
- Advisory services to access the CBN N220bn MSME intervention fund at 9%, which provides for 60% of the fund to be availed to women entrepreneurs
- Access to annual medical and health programmes/events sponsored by the Bank for women.

#### Employee empowerment, engagement and inclusive workplace

As a critical element of our business, FirstBank is committed to ensuring that the skills and talents of our people are properly harnessed to achieve the business goals of the organisation.

Our dedication to diversity and inclusion has seen us build a culture where all employees are valued and respected and where their opinions count. We remain committed to ensuring a diverse and inclusive culture where employees believe that their views are heard, their concerns are attended to and they work in an environment where partiality, discrimination and harassment on any matter, including gender, age, ethnicity, religion and disability, are not tolerated and where progression is based on impartial criteria.

To this end, we ensured as reflected in our diversity policy that our staff are from diverse backgrounds. In addition, driving gender equality remained a key aspect of the Bank's culture and in 2018 we had male to female ratio at 61% and 39%.



**FBNHCo  
women**

**39%**



### Enhancing Human Rights through Collaborative Partnerships

The Universal Declaration of Human Rights, Article 26 emphasises the significance of education in the development of human personality as well as the enhancement of human rights and fundamental human freedom.

Our responsibilities to our people and stakeholders include protecting, respecting and upholding their rights. We believe our responsibilities go beyond legal compliance to moral obligations. We ensure human rights are not abused and make it our responsibility not to get involved in the violations of human rights. We are committed to dealing fairly with all our stakeholders which include our employees, customers, shareholders, government agencies amongst others.

We do not encourage staff to take advantage of each other or manipulate one another based on superiority rather respect for each other's dignity is encouraged. Gender discrimination (as highlighted in our Diversity programme) and discrimination of minority group is not allowed. Harassment of staff in any form is strongly discouraged and culprits are usually handed over to the established disciplinary committees for sanctioning.

Furthermore, the Bank maintains an organisational culture that encourages an open line of communication between superiors and subordinates. The Bank carries out induction for new staff to acquaint them with values and vision of the Group so as to understand how to behave with other staff in the course of their stay in the Bank.

### Upholding Freedom of Association

At FirstBank, we ensure that in everything we do, our people feel a genuine sense of fairness, equality, freedom and participation. The Bank creates and sustains an environment that supports and encourages human rights/freedom of association as well as collective bargaining. For instance, at FirstBank, employees have the opportunities to belong to unions such as (ASSBIFI; NUBIFE) and the employees are at liberty to either become members or not. Management of the Bank hold quarterly meetings with the executives of these unions who are also representatives of staff.

These meetings provide a platform for management and union to discuss on all aspects of employees' employment relationship and Empowering People contd. also serve as collective bargaining mechanism to resolve issues.

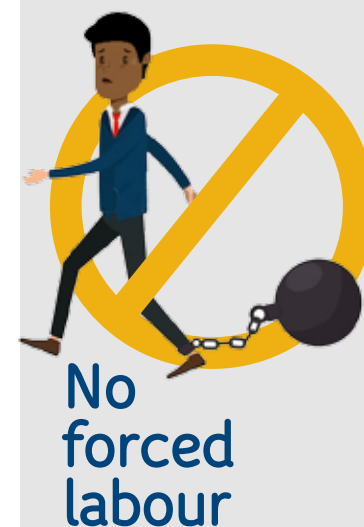
FirstBank also practices a Pay for Performance Principle where bonuses are tied directly to staff performance.

The Bank encourages staff to hold regular meetings, engage in open discussions and consultations so as to engender flow of information. Across the Group, all employees get same remuneration regardless of gender or region.

### Elimination of All Forms of Forced labour

In carrying out our day-to-day operations, we understand the importance of not only having the right talents at the right places, but also an environment where people are willing to work without coercion.

Employees of FirstBank are hired based on their free will and there is no forced, bonded or involuntary prison labour. Employees are allowed to resign based on the terms in their



Employees of FirstBank are hired based on their free will and there is no forced, bonded or involuntary prison labour



**Our responsibilities to our people and stakeholders include protecting, respecting and upholding their rights. We believe our responsibilities go beyond legal compliance to moral obligations. We ensure human rights are not abused and make it our responsibility not to get involved in the violations of human rights. We are committed to dealing fairly with all our stakeholders which include our employees, customers, shareholders, government agencies amongst others.**

contracts. We have been able to achieve this by developing the right policies and frameworks which have ensured that our recruitment process is carried out in line with global best practice devoid of all forms of bias.

In the case of conflict amongst staff, inquiries are made regarding the dispute or conflict there are disciplinary committee within the respective SUBCOs to resolve such issues. Through this, the rights of employees are upheld and no single individual is treated unfairly. For existing employees, we have established a clear framework for escalation enabling our people to freely relate with their Human Resource (HR) business partners on any issue around supervisor-subordinate relationship. We have also reinforced acceptable workplace behaviours through series of campaigns (Jerk behavior campaign, etc). All these initiatives are strategically aimed at ensuring that we have a workforce that is not only emotionally connected to our brand, but also willing to effortlessly champion the cause of the brand.

Also, as a matter of principle, the Group does not maintain partnerships with any organisation or group that uses forced or compulsory labour. We carry out intensive due diligence checks on our partners employment policies before building relationships with them.

#### **Health, Safety and Wellbeing**

We are known to operate one of the best medical schemes in the industry. In accordance with quality standards, we implement an annual inspection of all our approved hospitals on retainer. This is a standard practice to ensure that the Bank partners with medical facilities that are of quality standard. In addition, the Head Office boasts of a clinic with a medical team that attends to health and safety issues within the work environment.

FirstBank has two functional gyms, one at the Head Office, and the other at the Iganmu complex; there's also a tennis court and a swimming pool at the same location. This is a family friendly facility that is used by employees and their family members.

Periodic health screening exercises were carried out within the year as well as periodic deployment of health communiqué to all staff, to encourage a healthy work life-balance.


#### **RESPONSIBLE LENDING & PROCUREMENT**

##### **The Journey of Embedding Sustainability within the Group**

FirstBank has put in place an environmental, social and governance management systems (ESGMS). This encompasses a policy, a set of guidelines that ensures all transactions that the Bank is considering funding include adequate provision for actions necessary to prevent, control and mitigate negative impacts on the environment and communities, and to improve environmental quality.

The alignment of the ESGMS process with FirstBank new credit workflow began in 2017 and the plan was to complete it in 2018. The process unfortunately wasn't completed as planned. With the current pace, the Bank will hopefully complete it in 2019. The goal is to ensure efficiency through automation as relevant implementation documents such as the environmental, social and governance risks screening checklist (which is to be completed by a relationship manager and verified by analyst against the EIA report) will be fully automated.





**We believe sourcing and engaging suppliers who support our Group's code of business ethics, commitment to environment stewardship and standards for labour can help us attain our sustainability ambitions.**

Sustainability performance management and reporting is a key component of the sustainability strategy as it enables the Bank to effectively measure, manage and report its sustainability performance and also meet its NSBP obligations to report a wide range of metrics. While we haven't been able to kick-start the performance management, reporting and implementation tool to make reporting efficient; more effective, we have adopted clearly defined KPIs that align with international best practice such as GRIs.

#### **SUSTAINABLE PROCUREMENT**

Sustainable procurement remains one of the opportunities identified as part of our stakeholder engagement designed to embed sustainability in the Group. We believe sourcing and engaging suppliers who support our Group's code of business ethics, commitment to environment stewardship and standards for labour can help us attain our sustainability ambitions.

While we have been unable to meet our sustainable procurement target, our focus remains on going beyond our current basic levels of supplier compliance to ensuring integration of sustainability practices. We plan to improve our procurement process and ensure that the Group is on a journey towards a sustainable supply chain. Integrating sustainability across key dimensions of the procurement process requires strategy & planning, sourcing and category management; supplier relationship management; workforce transformation; process excellence and technology as well as risk management which include identifying and quantifying risks existing in the sourcing and procurement from a sustainability perspective.

#### **Supplier Relationship Management**

The deepening of our supplier relationships continued in 2018. Focus areas of improvement include


- Initiating more agreement with vendors on strategic partnerships
- Leveraging technology to automate our procurement process, enhance collaboration and provide a platform for easy supplier life-cycle management

We have continued enhancing our strategic vendor partnership programmes, and driving better performance with the implementation of the Oracle E-Business Suite, which provides a platform for the automation of our procurement processes (from Procure To Pay). This technology has enabled us to achieve:

- Visibility of our entire supplier base;
- Easier supplier collaboration and engagements;
- Enhanced value measurement for our supply chain through scientific, data-driven management; and
- Improved ability to track and measure supplier performance and provide timely feedback, which is measured objectively and is transparent to all parties.

#### **INFORMATION SECURITY & CUSTOMER PRIVACY**

The internet has opened up organisations as well as consumers of product and services to unprecedented opportunities never experienced before with the dawn and evolution of the World Wide Web. The entry of the smart phones and other electronic methods of mass communications into the financial service sphere has created huge consumer privacy concerns. Personal information, when



**The Group is committed to following information and cybersecurity best practices and standards with the implementation of the ISO 27001 Information Security Standard and other supporting standards, being the First Financial institution in Nigeria to achieve this prized certification**

misused or inadequately protected, can result in identity theft, financial fraud, and other problems that collectively cost people, businesses, and governments millions of Naira each year.

In addition, cybercrimes and civil disputes consume huge resources, proofing liability often involve lengthy investigations. Information and cybersecurity has never been so important as it has become today, the practice of preventing unauthorized access, use, disclosure, disruption, modification, inspection, recording or destruction of information which hitherto was the preserve for the protection of enterprises data has changed, emphasis today is on educating customers on the safe use of the internet and protection of Personally Identifiable information (PIIs) which are sensitive personal information that individuals provide in the course of everyday transactions online and through mobile services which has become the target of cybercriminals as customer appears to be the weak link in the chain of security.

From the foregoing, the FirstBank Group has been committed to following information and cybersecurity best practices and standards with the implementation of the ISO 27001 Information Security Standard and other supporting standards, being the First Financial institution in Nigeria to achieve this prized certification the Group has pioneered the engagement of the generality of banking product consumers through various mass communication channels such as news prints, radio jingles, bank service touch points such (ATMs and banners displayed across its branch network and the internet to educate and crate cyber-literate consumers which remains the best defence for cyber criminality.

FirstBank has remained unrelenting and committed in its drive to ensure the safety of customer's data with various laudable security best practice and systems implementation. While all over the world criminal syndicates have leveraged on the competition between organisation to profiteer from the act of criminality which include the sale of stolen information, sponsorship of espionage and other internet crime with the key source of these information leakages being end users and insiders within these organisations.

FirstBank through its information and cybersecurity implementations which includes its 24/7 state of art Security Operations Centre, Threat intelligence feeds and staff awareness initiatives have continued to build an IS aware staff, third party services providers and contractors. With set service level agreement our stakeholder community choose to do the right thing as regards ethics in a world of technology which the ease and anonymity with which information can be communicated, copied, and manipulated in online environments are constantly challenging traditional rules of right and wrong behaviour. Ethical issues confront individuals (staff and customers) who must choose a course of action, often in a situation in which two or more ethical principles are in conflict and only superior security knowledge of what constitutes security best practice will protect classified information. This can only be achieved through continuous awareness training and implementation of global information security best practices.



## **ISO 27001 Information Security Standard**

We are the First Financial institution in Nigeria to achieve this prized certification

In developing and deploying products and services, we adhere to regulatory guidelines set by the Central Bank of Nigeria (CBN). To ensure we operate within the regulatory framework, our Compliance Department regularly sensitises staff on regulatory policies via various platforms and monitors to ensure strict adherence to guide the interest of Customers, and prevent the Bank from being sanctioned.

#### PRODUCTS & COMPLIANCE

FirstBank is constantly refining and developing its products and services to offer convenience in line with the changing lifestyles of Customers. The Bank, guided by the compliance regulations of the Central Bank of Nigeria, has bouquets of products and services which are grouped as follows:

- Current Accounts
- Savings Account
- Domiciliary Accounts
- Term Deposits
- Overdrafts
- Debit Cards
- Credit Cards
- Prepaid Cards
- Channels (digital & physical)
- Financial Inclusion Services
- Vehicle Finance
- Mortgage
- Working Capital Finance for Businesses
- Import and Export Finance
- Payment and Collection Solutions
- Money Transfer Services
- Services to other financial institutions

In developing and deploying these products and services, we adhere to regulatory guidelines set by the Central Bank of Nigeria (CBN). To ensure we operate within the regulatory framework, our Compliance Department regularly sensitises staff on regulatory policies via various platforms and monitors to ensure strict adherence to guide the interest of Customers, and prevent the Bank from being sanctioned. This ranges from compliance to required KYC (Know Your Customers) for account opening, compliance to directives from Regulators, fulfilment of product offerings/benefits etc.

The Bank is noted for its exemplary regulatory compliance. For instance, in Money Transfer Services, apart from the license given by the CBN to our partner Money Transfer Organisations (MTOs), our Compliance Team conducts independent due diligence to ensure that the business and operations of the MTOs align with extant global laws and International best practices. This is meant to comply with Money Laundering and Counter Terrorism provisions. The payments of money transfers are also subject to pre and post-compliance controls, both at the send and receive sides in line with global best practice.

The Compliance Department, in collaboration with the relevant stakeholders, ensures that all products that support our payments and collections offerings are compliant with CBN regulatory policies and guidelines. Following strict guidelines, Branch Operations staff process transactions for our various products in accordance with the various policy guidelines and directives communicated from the regulatory authorities by the Compliance Team from time to time. This partnership has helped the Bank consistently comply with the policy guidelines from the various regulatory agencies in the payments and collections industry.

FirstBank conducts its electronic business in line with widely accepted policies and procedures to ensure security and protection of customer transaction information. We comply with Payment Card Industry Data Security Standard (PCI DSS), to optimize the security of cards and cash transactions and protect cardholders against misuse of their personal information. All our ATMs support Europay, MasterCard and Visa (EMV) levels and our Mobile Money platform is fully connected to the National Central Switch (NCS) to ensure interoperability and interconnectivity of the







FirstBank has put in place an environmental, social and governance management system (ESGMS). This encompasses a policy, a set of guidelines that ensures all transactions that the Bank is considering funding include adequate provision for actions necessary to prevent, control and mitigate negative impacts on the environment and communities, and to improve environmental quality.



scheme. Our helpdesk is committed to prompt and efficient response and resolution of customer complaints within the defined turnaround time.

We remain compliant in staying true to our Brand Promise to Customers – “You First”.

#### **MARKETING COMMUNICATIONS: COMMUNICATING IN A RESPONSIBLE WAY**

At FBN Holdings, we are committed to responsible communication. In communicating the benefits of our products and services to our stakeholders, we ensure no misleading information is conveyed. This means that we do not employ a deceptive approach to informing our stakeholders of our products and services by reporting false and unsubstantiated information. We strive to constantly identify the needs of customers and provide financial solutions to meet these needs with the goal of improving the society.

##### **Advertising and Required Standards**

All adverts must be submitted for vetting for a formal and thorough examination by the Advertising Standards Panel (ASP) of the Advertising Practitioners Council of Nigeria (APCON) prior to the granting of approval or clearance for such materials to be publicized, aired or printed. Advertisements will not be approved for or permitted to remain on behalf of any of the FBN Holdings brands if in the Brand Clearing or Brand Council reasonable opinion, the advertisement falls within any of the following categories.

- The advertisement does not comply with the law or incites to break the law.
- The advertisement does not comply with the obligations of the banking group.
- The advertisement is inconsistent with global and local standards of advertising regulations.
- The advertisement is likely to cause widespread or serious offence to members of the public on account of the nature of the product or service being advertised the wording or design of the advertisement or by way of inference
- The advertisement depicts men, women or children in an inappropriate manner.
- The advertisement depicts or refers to indecency or obscenity or uses obscene or distasteful language.
- The advertisement depicts direct or immediate violence to anyone shown in the advertisement.
- The advertisement condones or promotes anti-social behaviour.
- The advertisement contains images or messages, which relate to matters of public controversy and sensitivity.
- The advertisement refers to or portrays (or gives the impression of portraying) a living person unless the written consent of that person is obtained.
- The advertisement contains negative references to FirstBank services or those services provided by any if the banking group.
- The advertisement may adversely affect in any way the interests of FBN Holdings.
- The advertisement relates to a political party or parties of a political cause.
- In the case of digital media, the advertisement must not pose a health or safety risk as a result of flicking or other visual imagery.
- Approval or rejections of all Firstbank advertising shall be in accordance with the Brand Council and Clearing House purpose, framework, methodology and process flow detailed in this document.

We are committed to responsible communication. In communicating the benefits of our products and services to our stakeholders, we ensure no misleading information is conveyed. This means that we do not employ a deceptive approach to informing our stakeholders of our products and services by reporting false and unsubstantiated information.

#### Advertisement Development Guidelines

- All material should be developed using the project activation flow and cleared through the brand clearing house.
- All advertisement development should be accompanied by a relevant and formal creative brief and follow the creative briefing process flow as detailed in this document.
- All timing schedules for all advertising campaigns and singular formats should be accompanied by a corresponding timing schedule that is pre-agreed by the client and all external agencies and partners in advance.
- All budgets and costing for all advertising campaigns and singular formats should be pre-agreed in advance with the client and all external agencies and partners and adhered to as detailed in the process flow of this document.
- All material and artwork should be converted to the format required for production before submission to the production agencies.
- Only FirstBank approved creative and production agencies must be used. If the client gives final approval for a project and then discovers error after production, the client will assume responsibility for all costs associated with reproduction.
- Production request form should be used for production, specifying the production details.
- Only FirstBank approved production agencies and partners must be used for printing / production. The Head of Functional Unit and the Brand Clearing House must approve all productions.





The Group remains committed to working against all forms of corruption including bribery and extortion. To demonstrate our commitment to anticorruption, the code of ethics rolled out in FirstBank in 2007 remained in force during 2016.



#### **ANTI-CORRUPTION**

The Group is committed to working against all forms of corruption including bribery and extortion. To demonstrate our commitment to anticorruption, the code of ethics rolled out in FirstBank in 2007 remained in force during 2016.

The board of directors, in conjunction with its committees, oversees compliance programmes by:  
Setting the tone at the top, both internally and externally, and promulgating a compliance charter or values statement

##### **Focusing attention on critical risk areas**

Ensuring the institutionalization of the whistleblower helpline process and taking active control when appropriate

Working with management to incorporate leading practices (e.g., protocols for investigating complaints, helpline statistics, and internal reporting).

##### **To influence culture and tone, the board:**

Reviews metrics and key performance indicators with respect to the company's compliance with law and policy

Maintains a deep understanding of the compliance monitoring, testing, and issue resolution processes

Assesses the adequacy of management's response to specific issues and areas of internal control weakness.

Management takes the lead in developing tools to establish the company's culture, through messaging, updating, and distributing codes of conduct, communicating helpline processes, and carrying out annual cultural surveys to test the effectiveness of the programme. The board and management, working together, have been able to strengthen ethics and compliance in the organisation, thus leading to higher-quality information, process optimisation, improved effectiveness, a protected reputation, and reduced costs.



1: Aerial view of the exhibition floor

2: L to R - Mr. Onyeka Akumah, Founder & CEO, Farmcrowdy, Mr. David Adegboyega, Specialist, Products Promotions, Products & Marketing Support, FirstBank, Mr. Segun Ogunwale, Team Lead, The OpenFarm Network/Komunity Digital, Mr. Ayodeji Arikawe, Co-Founder & CTO, Thrive Agric, Mr. Africanfarmer Mogaji Founder/CEO, Africanfarmer.ng, Mr. Antti Ritvonen, CEO/Country Manager, Dizengoff WA, Nigeria Ltd.

## FROM FARM TO TABLE: Innovating for a sustainable green economy

### FirstBank Agric Expo 2018

In furtherance of FirstBank's commitment to sustainable agriculture, we organized the second edition of the FirstBank Agric Expo on the 28 June, 2018 at Eko Hotel & Suites, Victoria Island, Lagos with the theme "Innovating for a sustainable green economy." This is in line with the Bank's drive to support agriculture and its value chain in Nigeria. The Agric Expo was created to explore the economic benefits of a viable agriculture industry and its influence on the nation's self-sustenance, export and foreign trade. The event, which was over-subscribed by over a 100 percent, had the Minister of Agriculture & Rural Development and Minister of Industry, Trade & Investment as special guests of honour. Also in attendance were key policy makers, influencers, agriculture service providers, producers, exporters and other players in the agric value chain.

3: L to R - Chief Audu Ogbeh, Hon. Minister of Agriculture & Rural Development (Extreme Left) Dr. Okechukwu Enelamah, Hon. Minister of Trade and Investment (Third from left) Mrs. Ibukun Awosika, Chairman, First Bank of Nigeria Limited (Second from Left) Dr. Adesola Adeduntan, MD/CEO, First Bank of Nigeria Limited and Subsidiaries (Third from right), Dr. Remi Oni, Executive Director, Corporate Banking, FirstBank (Second from right) Mr. Abdullahi Ibrahim, Executive Director, Public Sector, FirstBank (Extreme right).







## Community Support Score Card

	OBJECTIVE/ PROGRAMME MEASURE	THIS YEAR'S ACCOMPLISHMENT	MEASURE	NUMBER OF PEOPLE REACHED/BENEFICIARIES	2019 TARGETS
<b>1. Infrastructure Development Programme</b>	Promoting and Supporting Infrastructure Development in Schools and the Society	Building of Auditorium for Abolarin College	Number of projects / people/ cost that from the projects/programs	N10m spent	Rehabilitation/construction of 1 additional existing infrastructural projects in universities.
<b>2. Hope Rising Initiative</b>	Engender Inclusivity & Diversity through education, advocacy & Skills Acquisition	Consistent partnership with the Down Syndrome Foundation Nigeria  Support for others include  Nigeria Blind Association; Benola: Cerebral Palsy; CBA Foundation; DUSUSU Foundation; Red Cross Society; Hope 4 Sure Foundation; Segun Aina Foundation; Pacelli School for Blind and Partially Sighted Children; Patrick Speech and Languages Centre; Rotary Club; Nigerian Conservation Foundation; CFA Society Nigeria	Number of people/homes reached /impacted	Over 30 charities/homes in Nigeria and 6 countries were impacted	Increase support by 5% rating.
<b>3. Future First Programme</b>	Ensure Financial Literacy and Career Counseling for young Ones	Partnership with JAN in driving Financial literacy and career counseling.	Number of Students Impacted	Over 8,000 students impacted with knowledge of financial literacy	5% increase in number of students impacted
<b>4. SPARK</b>	To change the mindsets of the stakeholders to give; empathise; be compassionate to others as well as espouse these values To awaken the consciousness for performing acts of random kindness	Project designed to impact people deserving of kindness across different Geo-Political zones in Nigeria	Number of people/ programmes impacted/ implemented	34 Beneficiaries across six geo-political zones of the country	5% increase in number of SMEs supported
<b>5. Employee Giving and Volunteering</b>	Provide a platform for employee giving, volunteering and engagement	Employee Volunteering on Future First held in Port Harcourt and Ebonyi; Lagos as well as all Financial Literacy Day; World Savings Day as well as efforts from personal staff initiatives	No. of volunteering Hours and number of people impacted	Over 39,000 Volunteering hours	5% increase in number of volunteering hours





We are an ethical organisation committed to conducting business in an innovative and sustainable manner, delivering value to all stakeholders.

OUR CR&S  
APPROACH 57


OUR 2018 ACTIVITIES 52

THE FUTURE 55

“ As a forward-thinking organisation, we focus our attention on both increasing our bottom line and being a good corporate citizen. This is achieved through shaping or reshaping our framework, business models and policies in line with global trends to deliver benefits to our stakeholders. ”

Kayode Akinkugbe  
Managing Director, FBNQuest Merchant Bank





The Merchant Banking and Asset Management division (which comprises FBNQuest Merchant Bank and FBNQuest Capital Limited) recognises that sustainability ranks high among the priorities of her activities. The Bank recognises that taking environmental and social aspects into account is part of good business and leads to sustainable development.

#### OUR CR&S APPROACH

The Merchant Banking and Asset Management division (FBNQuest Merchant) acknowledges that sustainability ranks high among the priorities of our business. By following our Corporate Responsibility & Sustainability Policy, the organisation improves the predictability, transparency and accountability of its actions, internally and with the society at large. We recognise that taking environmental and social aspects into account is part of good business and leads to sustainable development. We also believe that this approach enhances client's competitive advantage and that economic growth and healthy environments go hand in hand.

The Board & Management of the Merchant Banking and Asset Management Group have defined a vision to integrate sustainability into the culture of the Group, and align the sustainability strategy with the business strategy. The business has also committed to demonstrating adequate support to a framework that aligns with relevant international standards including::

- Nigerian Sustainable Banking Principles (NSBP)
- Applicable local laws and National legislation
- ISO 26000 Guidance Standard on Social Responsibility
- IFC Performance & World Bank EHS Standards

#### A PART OF HOLDCO...


We believe in the importance of impacting our employees, environment and society through sustainable corporate responsibility practices and activities. As a forward-thinking organisation, we focus our attention on both increasing our bottom line and being a good corporate citizen. This is achieved through shaping or reshaping our framework, business models and policies in line with global trends to deliver benefits to our stakeholders.

We have adopted a CR&S approach which aligns with the overall vision and goals of the Merchant Banking and Asset Management Group under the strategic framework the FBN Holdings Group, articulated as follows:

- Knowledge & Skills Development
- Sustainable Finance and Investment
- Environmental Sustainability and Energy Investment

#### Our Sustainability Statement:

We are an ethical organisation committed to conducting business in an innovative and sustainable manner, delivering value to all stakeholders.



**Sustainability means adhering to the values and business principles of the organisation and bringing sustainable solutions to humanity and our environment, while securing the financial needs of our stakeholders and the organisation itself, which should align with our moderate risk profile.**

To us, sustainability means adhering to the values and business principles of the organisation and bringing sustainable solutions to humanity and our environment, while securing the financial needs of our stakeholders and the organisation itself, which should align with our moderate risk profile. By managing Environmental, Social and Governance (ESG) risks, mitigating their impacts and grasping the opportunities derived from sustainable solutions, the Corporate Responsibility & Sustainability Policy has incorporated risk management into the our business objectives.

The Sustainability Framework reflects our corporate values, and is implemented in the following core areas as well as in our products and investments:

- **Corporate Governance:** we have established a set of rules, policies and processes, which are laid out for directing, administering and controlling the group's governance structure at all levels and operations.
- **Workplace:** we believe that the working environment must be equitable, efficient and healthy. In line with this, we have developed several initiatives and campaigns designed to meet the requirements of organisational governance, human rights, labour practices, environment, fair operating practices, consumer issues and community involvement and development.

- **Marketplace:** this focuses on partners and customers whereby awareness of CR&S is raised and involvement in key initiatives is encouraged.
- **Environment:** the protection of the environment is an essential concern for all stakeholders; therefore the focus is environmental sustainability.
- **Community:** through this area, value is added and contribution made to the well-being of the society.

#### **Our Activities**

Sustainability has been embedded into the organisations' daily business and operations with all its stakeholders – employees, customers, government bodies, partners, shareholders, society, and competitors.

Our 2018 activities were focused on:

- Deepening existing initiatives and partnerships at various stakeholder levels and initiating new partnerships based on our CR&S drivers, with a number of them still in the initial phases.
- Increased active employee engagement in fundraising/charitable giving, as well as employee volunteering aligned with our business objectives.
- Leveraging activities of the Group; ensuring cohesion in implementation to drive efficiencies and deliver maximum value.



**LEFT:** Cross section of participants and delegates at the 2018 WISCAR Annual Mentoring and Leadership Conference.

In summary, we achieved the following over the course of 2018:

- **Capacity Building:** in pursuance of the importance of sustainability to the operations, competence development for improved environmental and social (E&S) performance and other related areas has been made compulsory. In line with this, capacity training sessions were held across the business for Management, Employees and Key Stakeholders on the concept of Sustainable and Responsible Investing (SRI), Environmental, Social & Governance (ESG) Principles, Business Ethics, Value Chain, Reporting Standards and Sustainability Reporting
- **Financial Literacy:** staff of FBNQuest Merchant Bank trained over 1700 students on the importance of earning, saving and growing money. This was done in alignment with the global and local drive for financial literacy which is regulated by the CBN under the Global Money Week and the World Savings Day initiatives. Our impact spanned secondary school students in different geopolitical zones which include; Abuja and Delta State
- **Partnership with Teach for Nigeria:** Teach for Nigeria (TFN) is a Non-Profit organisation designed to address poor educational outcomes of Nigeria's most marginalised pupils, by enlisting our nation's most promising future leaders in the effort to expand education and life opportunities for all children. Through

a two-year Leadership development programme, TFN recruits outstanding university graduates and young professionals of all academic disciplines to teach as full time teachers (known as Fellows) in underserved and low income schools. FBNQuest has committed to sponsoring a minimum of five fellows at the training institute who will directly impact a minimum number of 300 students in low income schools across different parts of the country.

- **Women Economic Empowerment:** A diverse workforce allows us to continue to develop innovative products and offer unique services, it helps us attract and retain the best talent and ultimately it helps us make our customers more successful. In 2018, over 25 women of FBNQuest participated in various female economic empowerment and capacity building initiatives which included: WIMBIZ Annual Lecture Series, WIMBIZ 2018 Annual Conference, WISCAR Annual Conference and internal women mentorship initiatives tagged the Women Interactive Network (WIN).



**LEFT:** Christopher Ayara, FBNQuest Merchant Bank; Mrs. Ziregbe, Principal Osa Denis High School, Asaba; Sunday Omoniwa, Head, Port-Harcourt Office, FBNQuest Merchant Bank; Ngozi Abraham-Jumbo, FBNQuest Merchant Bank and Rita Osion, Junior Achievement Nigeria co-ordinator with students of the Osa Denis High School, Asaba at the 2018 Financial Literacy Day celebration in Delta State as part of Global Money Week.

**RIGHT:** Ruqaya Nasir-Uzman, Head, Abuja, FBNQuest Merchant Bank with students of Government Secondary School, Kuje, at the 2018 Financial Literacy Day celebration in Abuja as part of Global Money Week.

## OUR 2018 ACTIVITIES

### Global Money Week (GMW)

Global Money Week is a money awareness celebration, with the goal of teaching children and youth about money, savings, creating livelihoods, gaining employment and becoming entrepreneurs through fun and interactive activities. Every year, different communities take action to create awareness, challenge out-of-date financial policies and give young people the tools and inspiration they need to shape their own future.

FBNQuest Merchant Bank adopted three Government Schools across Abuja and Delta states with over 500 pupils impacted. We taught and engaged students on theme of the year - 'Money Matters Matter'. This theme highlights the importance of saving and making healthy financials decisions from an early stage. It also aligns with the CBN's directive to raise awareness about financial literacy and our commitment to inspire future generations.

### #RaceToSeptember

The #RaceToSeptember initiative was set up to facilitate the education of children living in underdeveloped areas of the FBNQuest's community (Obalende, Ikoyi, and Lagos Island) of operations. In order to ensure proper implementation and employee participation, the Bank partnered with Junior Achievement Nigeria (JAN) to engage JS3 to SS3 of Falomo High School, Ikoyi and Girls Junior Secondary Grammar School, Ikoyi through FBNQuest's employees, serving as volunteers.

Since inception, we have directly and indirectly impacted over 1000 students in both schools, teaching them on career success skills which will position them and increase their chances of being employable after they graduate. This also provided a platform for staff to participate in CR&S initiatives, promote a responsible public image for our people and the organisation, and also promote team bonding and employee volunteering.

The pilot phase of the initiative was completed in February 2018 whilst the second phase of the initiative is set to introduce out of school sessions and provide mentorship and support to outstanding students through their senior secondary school education.

### International Women's Day Partnership with International Women's Society

International Women's Society is a prominent, not-for-profit, non-Governmental organisation established in 1957 with a vision to improve the livelihood, provide care and support for widows and orphans across the country. As part of FBNQuest' the International Women's Day celebration we partnered with the Widows Trust Fund Committee on the Save a Widow (SAWID) project and directly impacted the lives of 300 widows and children.

### WIMBIZ Annual Lecture

The WIMBIZ Annual Lecture brings together women from the private, public and development sectors to discuss topical issues and share strategies for success in light of





a rapidly changing global, economic and socio-political landscape (as part of the International Women's Day celebrations).

Tagged "*Women, Politics and Nation Building: Press For Progress*", participation in the event provided opportunities for our female employees to expand their horizons as professionals through enriching platforms and relevant exposure and served as a platform for women empowerment.

### 2018 CR&S Week

The Corporate Responsibility and Sustainability (CR&S) introduced by the commercial Bank in 2017 is a dedicated week designed to showcase our brand commitment by offering staff employees across the Group an opportunity to be part of defined causes. It is also a reflection of our brand promise to always put our stakeholders' needs first. At FBNQuest, this year's week featured the Start Promoting Acts of Random Kindness (SPARK) initiative, commemoration of International Widows Day, and Career Counselling Day:

- **SPARK Initiative -Charity visits and giving to orphanages/less privileged homes within our upcountry locations (Abuja and Port Harcourt):** FBNQuest visited and donated to two orphanages in Abuja and Port Harcourt that caters to about 500 less privileged people.

- **International Widows Day:** To commemorate the 2018 International Widows Day, we partnered with the International Women's Society: Widows Trust Fund to hold an empowerment programme. Some members of the management delivered a talk directed at empowering women and most especially, widows. Over twelve (12) employee staff volunteered directly impacting 300 widows.
- **Career Counseling Day:** In partnership with Junior Achievement Nigeria (JAN), FBNQuest employees accompanied the executive management to our #RaceToSeptember pilot schools (GSGS and Falomo High School) to facilitate a comprehensive curriculum on career planning, work readiness, internships and holiday work, and personal branding. 500 students were directly impacted and 10 employees volunteered.



**TOP LEFT:** Abimbola Meshinoye, Brands & Stakeholder Management, First Bank of Nigeria Limited (FirstBank); Ego Boyo, President, International Women's Society (IWS); Bukola Oluyadi; Head of Brand Management First Bank; Ibiwunmi Akinnola, Chairperson, IWS Widows Trust Fund; Chinwe Bode Akinwande; Head, Brand Quality Assurance, First Bank and Chinwe Okpala, Marketing and Corporate Communications, FBNQuest Merchant Bank at the IWS Widows Trust Fund 2018 Annual January Feast.

**TOP RIGHT:** Employees of FBNQuest Merchant Bank at Gisiri Orphanage Abuja duringt he 2018 CR&S Week.

**LEFT:** Employees of FBNQuest Merchant Bank at International Women's Society during the 2018 International Widows Day celebration.



**LEFT:** Employees of FBNQuest Merchant Bank at the 2018 WISCAR Annual Mentoring and Leadership Conference.



**RIGHT:** Employees of FBNQuest Merchant Bank at the 2018 NSE Corporate Challenge.

### 2018 WISCAR Annual Mentoring and Leadership Conference

WISCAR is a non-profit organisation focused on empowering and developing professional women to contribute to development and nation-building in Africa. The organisation has become known for its bold initiatives aimed at helping to bridge that gap through its mentoring programme and an annual high-powered event for women who have chosen to pursue a career and be successful. Tagged, 'Enriching Lives By Telling Our Own Stories', the conference affords women of all works of life and age the opportunity to learn, grow, network, contribute and add value to themselves, their families, fellow women, and the society at large.

### WIMBIZ Annual Conference

The WIMBIZ Annual Conference brings together over 500 professionals, entrepreneurs and ambitious women from different sections of the economy with varied experiences and diverse cultures. The event tagged Unstoppable You... Reinvent & Reinvigorate is designed to create an opportunity to educate and challenge women to rise up to the challenges they face in business and in the workplace as well as learn best practices from seasoned speakers who have excelled. The theme focused on advice for individuals to keep evolving till they reach their full potential and what it takes to be unstoppable.

### NSE Corporate Challenge

The NSE Corporate Challenge is an annual 5-kilometre walk, run and jog competition designed to raise awareness and funds for the purchase of Mobile Cancer Centers (MCCs) across Nigeria. The challenge is a CSR initiative of the NSE, aimed at promoting health & well-being in our operating community. It also offers a platform for promoting teamwork and networking. Five employees participated in the run and gave extremely positive responses in regards to the run.

### World Savings Day

The World Savings Day commemoration is in line with the CBN's focus of raising awareness on the importance of savings as path to financial enlightenment, in partnership with financial institutions across the country, and also as part of FBN Holdings Group's strategic impact activities. For the 2018, World Savings Day FBNQuest Merchant Bank adopted 3 schools in Abuja and Delta and impacted the lives of over 700 pupils:

- Government Secondary School, Lugbe
- Government Secondary School, Kuje
- Osa Denis High School, Asaba



### CFA Investment Conference Annual Charter and Award Dinner

The CFA Society Nigeria is a not-for-profit organisation and is an affiliate of the CFA Institute, a global association of investment professionals that sets the standards for excellence in the financial industry. The institute leads the investment profession globally in promoting the highest standards of ethics, educational and professional excellence for the ultimate benefit of society. The conference is used to amplify CFA Institute's global 'Let's Measure Up' Campaign which aims to increase awareness that the investment industry is built on honesty and transparency. Employees from the Investment Bank, Research and Asset Management teams were nominated to attend the event, for networking and insights on the latest investment trends and issues.

### Energy Efficiency

The financial year has been quite challenging in the Nigerian business environment, but in 2018, we embarked on the following strategic initiatives, aimed at increasing our energy efficiency and achieving our environmental objectives and goals:

- **Lease and fit-out of a new Alternate Congregation Site:** The lease, renovation and relocation to a new Alternate Congregation Site was embarked on and concluded in Q3 2018. This provides the organisation with a more befitting structure/facility that enables business continuity in the event of a disaster.
- **Power Management Initiative:** As an organisation, we are particular about reducing our Co2 emissions as well as exploring alternative and cleaner sources of energy, as articulated in our CR&S Framework. The Power Management Initiative project is thus focused at Power Management Initiative by optimisation of lower capacity backup Generators during off-peak hours and weekends to facilitate reduction in diesel consumption.

### The Future

We will continue to align with our strategic framework focusing on Knowledge & Skills Development, Sustainable Finance/Investment, and Environmental Sustainability/ Energy Investment, we will continue to review our short-term and long-term agenda to ensure we stay ahead of the rapidly changing landscape. Whilst we work towards maximizing competitiveness and ROI, we will always put into consideration the Social, Economic and Environmental impacts of our activities as these constitute the triple bottom-line upon which our longevity and profitability will stand.

**LEFT:** Alex Osho, Head, Financial Advisory, FBNQuest Merchant Bank; Godwin Emefiele, Governor of the Central Bank of Nigeria at the CFA Investment Conference Annual Charter and Award Dinner.

**RIGHT:** Ngozi Abraham-Jumbo, FBNQuest Merchant Bank; Sunday Omoniwa, Head, Port Harcourt Business Office, FBNQuest Merchant Bank; Valentina Mowah, Vice Principal, Osa Denis High School, Julius Emeka Nnaji, FBNQuest Merchant Bank, and Christopher Ayara FBNQuest Merchant Bank at the Osa Denis High School, Asaba at the 2018 World Savings Day.



Our CR&S strategy is aimed at building trust, brand and reputation through effective stakeholder engagement and thought leadership on CR&S.

OUR CR&S  
APPROACH 57

COMMUNITY SUPPORT  
PROGRAMMES 58

SPONSORSHIP  
PLATFORMS 59

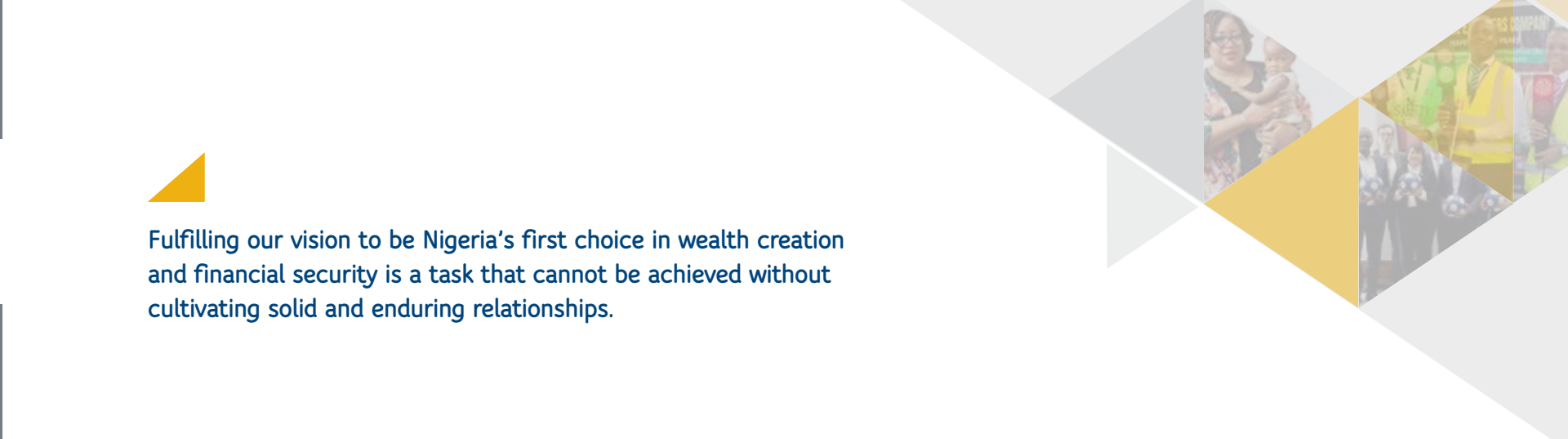
“ Sustainable insurance remains a key consideration in designing our products and services... ”

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Valentine Ojumah  
Managing Director, FBNInsurance







**Fulfilling our vision to be Nigeria's first choice in wealth creation and financial security is a task that cannot be achieved without cultivating solid and enduring relationships.**

### **Introduction**

Fulfilling our vision to be Nigeria's first choice in wealth creation and financial security is a task that cannot be achieved without cultivating solid and enduring relationships. In our Core Values and in the way we go about our work, we place a high premium on building sustainable relationships. This is adequately reflected in our Corporate Responsibility and Sustainability (CRS) strategies.

### **Our Approach**

The business of insurance thrives on trust. As a foremost insurance company, it is imperative we project trust and inspire confidence in our products at every touch point. This helps in building great relationships, which is key for us as a business.

Our CRS strategy therefore is aimed at building trust, brand and reputation through effective stakeholder engagement and thought leadership on CRS. This strategy rides on the FBNHoldings Group Strategy and is expressed via the following strategic pillars:

#### **1. Sustainable Insurance**

In designing our products and selling our services, we put sustainable insurance into consideration. Sustainable insurance is a strategic approach where all activities in the value chain, including interactions with stakeholders and customers, are done in a responsible and forward-looking

way by identifying, assessing, managing and monitoring risks associated with environmental, social and governance issues.

#### **2. People Empowerment**

Our workforce is our most cherished asset. We remain committed to nurturing efficient, ethical and responsible staff who is constantly motivated, trained and re-trained for personal and organizational growth. In association with our partners, Sanlam Group SA, we are able to keep our workforce up to date with global trends in the insurance industry.

#### **3. Community Support**

We constantly draw ideas and opinions from our host communities and act on same by designing products and services that suit their needs. We appreciate their hospitality by investing time, effort and our funds in projects that will make life better for everyone in the community.

#### **4. Environmental Sustainability**

In doing business, we take cognizance of potential environmental risks with a view to nipping them in the bud. This is done via constant interactions with our stakeholders, driving sustainable insurance and putting necessary frameworks in place towards ensuring that our actions as a corporate entity does not impact negatively on our environment.





### Community Support Programmes

#### 1. Kids' Voice Reality Show

Kids Voice Reality Show is a 13-week musical talent hunt conceptualised and produced by R Wells Media, owners of JYB TV, as a way of showcasing prodigies to a diverse audience. We supported the Show as a way of reinforcing our place in the minds of parents and guardians and as an avenue to educate tomorrow's customers (the children) about insurance. (PIX attached as JYB TV Kids Voice Reality Show).

#### 2. Donation of a second Dialysis machine and ultrasound scan machine to Gbagada General Hospital

The rising scourge of kidney diseases has necessitated concerted efforts towards arresting this epidemic. This is why FBNInsurance donated a second dialysis machine to one of Lagos' busiest dialysis clinic situated inside Gbagada General Hospital. The members of the Board also supported the company by donating a state-of-the-art ultrasound scan machine to ameliorate the burden on the neo-natal unit of the hospital. (PIX attached as Commissioning of 2nd Dialysis Machine at Gbagada General Hospital).

#### 3. WFM Skills Acquisition Programme

As our contribution towards building employable graduates and job seekers, we supported a 2-day Job Entry and Skills Acquisition programmes organised by WFM 91.7 for job seekers. Apart from supporting with a substantial amount, we also availed them the use of our HR Manager as a resource person over the two days.

#### 4. Renovation of classrooms and donation of Boreholes

In line with our community support initiative, the company renovated two blocks of classroom at a Primary School and also donated boreholes to both the Primary School and the neighbouring Secondary School located in a sleepy village near Abraka, Delta State. (PIX attached as Renovation of Classrooms and Borehole 1, 2, 3).

#### 5. Jakin NGO Dress-A-Child for School

Jakin NGO has been a veritable partner in aiding the access to education of over 750 needy students in Lagos. For the past four years, we have been supporting the NGO's Dress-A-Child-for-School initiative, a project that provides back-to-school kits for needy and vulnerable children in Lagos and environs. (PIX attached as Jakin NGO Event).



## Sponsorship Platforms

### 1. Ikoyi Club's Children's Day Event

Children's Day celebrations is an avenue for parents to bond with their children in an atmosphere of fun and entertainment. In the outgone year, we supported Ikoyi Club's Children's Day activities and used the opportunity to preach the gospel of insurance to parents and guardians alike.

### 2. BIPORAL Fitness Walk

Banana Island Property Owners and Residents Association, Lagos, organises an annual fitness walk for her members to boost their wellbeing and encourage better, active lifestyles. This year, in conjunction with FBNHoldings, we supported the event in line with the health/welfare leg of the Group Corporate Responsibility and Sustainability Community Support pillar.

### 3. 2018 Mother and Child Expo

Mother and Child Expo is the biggest pregnancy and parenting expo that has seen over four thousand participants in its first two editions. As a viable means of cementing our place in the hearts of mothers -and indeed parents-, we sponsored the third edition of the programme.

### 4. Support for God Calling – The Movie

As a means of supporting credible and elevating entertainment, we co-sponsored the premier of a cinema thriller, God Calling, a movie focused on helping individuals find their direction in life.





## Sustainable Development Goals: An Awareness & Education Approach

### What are SDGs?

The Sustainable Development Goals (SDGs) as the new global development framework were adopted by heads of states of 193 countries at the 70th session of the UN General Assembly in September 2015.

The SDGs are a set of 17 integrated goals and 169 time-bound targets to end poverty, fight inequality and injustice, and tackle climate change by 2030.

They are built on the Millennium Development Goals (MDGs), which were implemented mostly in developing countries from 2000 to 2015.

The SDGs are designed to continue where the MDGs left off and have been regarded as the platform that will propel the transformation of the world in the next 15 years.

Ms. Amina Mohammed, the current Deputy Secretary-General of the United Nations, and former Minister of Environment of Nigeria, played a crucial role in developing the SDGs.

### SDGs: What is Our Role?

Of the 17 SDGs, five are more related to our business and sustainability approach which include driving sustainable finance and investments; empowering people; supporting our communities and sustaining the environment.

#### The five SDGs are:

**Goal 2:** End Hunger, achieve food security and improved nutrition and promote sustainable agriculture.

**Goal 3:** Good health & wellbeing – Ensure healthy lives and promote wellbeing for all at all ages.

**Goal 4:** Quality Education – Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.

**Goal 5:** Gender Equality – Achieve gender equality and empower all women and girls.

**Goal 8:** Decent work and economic growth – promote sustained, inclusive economic growth full and productive employment and decent work for all.



**We have started our awareness and education journey by engaging and partnering with NGOs; government and the private sector such as Junior Achievement and Pan-Atlantic University**



### Our Approach

Our approach is two-fold: drive education and engagement internally on the one hand as well as create awareness and engage external stakeholders.

#### INTERNAL:

- We commenced our internal engagement approach through the deployment of specially designed flier. The key messages include:
- Highlighting the five goals and how they are related to our business and sustainability objectives.
- Staff competitions to facilitate engagement
- Employees sharing their unique experiences regarding SDGs

#### EXTERNAL:

- Through partnerships, we have employed a two-pronged approach to educating and engaging our external stakeholders:
- Educate students in secondary schools through the financial literacy and career counseling of the Future First programme
- Promote the SDGs through the First Bank Sustainability Centre
- Drive engagement via our digital platforms.

# Standards and Codes

...Our commitment to international standards has made us adopt only principles that can be supported by the relevant frameworks as well as those that are strategically aligned to our business.

GRI GUIDELINES 63

NIGERIAN SUSTAINABLE  
BANKING PRINCIPLES 63

UN GLOBAL  
COMPACT 71







To further drive our performance and demonstrate our commitment to integrating corporate responsibility & sustainability into our business strategies and management processes, we have continued to adopt relevant frameworks, guidelines and standards in line with global best practice. Below are some of the adopted key codes and standards by the organisation.

#### GLOBAL REPORTING INITIATIVE (GRI) GUIDELINES

The Global Reporting Initiative (GRI) is the most widely used sustainability reporting framework in the world which provides a platform for all companies and organisations to report on their economic, environmental, social and governance performance. It provides an opportunity for organisations measure, understand and communicate this information. GRI is an international, not-for-profit, network-based organisation. Its activity involves thousands of professionals and organisations from many sectors, constituencies and regions. GRI promotes the use of sustainability reporting to enable organisations not only become more sustainable, but also contribute to sustainability at the macro-economic level.

FirstBank has adopted the GRI 4 reporting framework for its Sustainability Reporting. This began in 2015.

#### THE NIGERIAN SUSTAINABLE BANKING PRINCIPLES (NSBP)

The NSBP programme was constituted under the auspices of the Central Bank of Nigeria and the Bankers' Committee to formulate sustainable banking standards and guidelines for Nigerian banks. This led to the birth of the Strategic Sustainability Working Group (SSWG), of which First Bank of Nigeria, a subsidiary of FBNHoldings, is a member.

The priority focus areas for the sustainability programme were: agriculture, including water resource-related issues and the Nigeria Incentive-Based Risk-Sharing System for Agricultural Lending (NIRSAL); power (with an emphasis on renewable energy); and oil and gas.

The Bank actively participated in two of the sub-committees (agriculture and oil and gas), which made submissions that were approved by the Bankers' Committee for implementation by the sector regulators, banks and other related financial institutions.



**FirstBank has adopted the GRI reporting framework for its Sustainability Reporting. This began in 2015.**



FirstBank is a member of the steering committee responsible for providing implementation guidance on the NSBP for signatories to the principles.

Below is our implementation update:

## NIGERIAN SUSTAINABLE BANKING PRINCIPLES IMPLEMENTATION UPDATE

Principle	Requirements	Status Update
<p><b>Principle 1: Our Business</b>  <b>Activities: Environmental and Social Risk Management</b></p> <p>Integrate environmental and social considerations into decision-making processes relating to our Business Activities to avoid, minimise or offset negative impacts.</p>	<ul style="list-style-type: none"> <li>■ Develop appropriate E&amp;S policies</li> <li>■ Develop appropriate E&amp;S procedures</li> <li>■ Develop and customise of E&amp;S due diligence procedures</li> <li>■ Articulate E&amp;S governance and approval authority measures</li> <li>■ Monitor E&amp;S risks and review E&amp;S conditions</li> <li>■ Provide client engagement guidance on E&amp;S issues</li> <li>■ Develop appropriate E&amp;S reporting criteria</li> <li>■ Report on implementation progress and support for investment in sustainable, innovative business opportunities</li> </ul>	<ul style="list-style-type: none"> <li>■ Environmental, Social &amp; Governance Management System document (ESGMS) has been developed.</li> <li>■ The document has been reviewed and approved by relevant stakeholders in the Bank.</li> <li>■ The Framework for implementation has been developed.</li> <li>■ Adoption of ESGMS to screen credit transactions.</li> <li>■ Group Heads and Relationship Managers have been trained on responsible lending including technical and compulsory areas as part of the implementation of the ESGMS.</li> <li>■ Automation of ESG risks screening on-going</li> <li>■ Transactions valued at ₦2.8trn have been screened and assessed for ESG risks.</li> </ul>



## Principle

## Requirements

## Status Update

### **Principle 2: Our Business Operations: Environmental and Social (E&S) Footprint**

Avoid the negative impacts of our business operations on the environment and local communities where we operate and where possible promote positive impact.

- Develop environmental management programme with facility management. This should address climate change and greenhouse gas emissions reduction, water efficiency, waste management and environment-friendly facility construction and management
- Comply with relevant labour and social standards
- Implement a community investment programme
- Apply E&S standards to relevant party
- Restriction of staff printing, particularly colour printing.
- Increased use of conference calls for meetings as against physical attendance at meetings, thereby minimising fuel consumption and carbon emission from vehicles.
- Implemented community development programmes to promote positive impacts on stakeholders i.e. Infrastructural development, FutureFirst, HopeRising Programme, SPARK Programmes.



NIGERIAN SUSTAINABLE BANKING PRINCIPLES IMPLEMENTATION UPDATE contd.

Principle	Requirements	Status Update
<p><b>Principle 3: Human Rights</b></p> <p>Respect human rights in our business operations and business activities..</p>	<ul style="list-style-type: none"><li>■ Develop and implement human rights policy (including labour and working conditions)</li><li>■ Integrate human rights due diligence into E&amp;S procedures</li><li>■ Invest in resources and training of staff on human rights issues</li></ul>	<ul style="list-style-type: none"><li>■ Our respect for human rights forms a major part of our ESGMS.</li><li>■ Conducted training on human rights.</li><li>■ The Group maintains an organisational culture that encourages an open line of communication between superiors and subordinates.</li><li>■ The Group maintains a fair and efficient procedure for resolving disputes and ensures disciplinary measures are fair and effective without breaching labour laws or standards.</li></ul>



## Principle

## Requirements

## Status Update

### Principle 4: Women's Economic Empowerment

Promote women's economic empowerment through a gender inclusive workplace culture in our business operations and provide products and services designed specifically for women.

- Develop and implement women economic empowerment policy
- Establish women economic empowerment committee
- Develop initiatives and programmes to promote and celebrate women empowerment
- Invest and dedicate resources for female talent.
- Support the establishment of a sector-wide women empowerment fund

- The Group's Corporate Responsibility and Sustainability policy covers this principle.
- Granted about ₦736.7mn loan to female entrepreneurs.
- Over 3,000 SMEs run by women received support from FirstBank.
- A total of 2,758 staff are women, representing 38% of the total staff strength.
- Established women economic empowerment policy which includes policies such as: maternity leave policy, study leave policy, training policy, career mobility policy etc.
- Partnered with Women Of West Africa Entrepreneurship (WOWE), Women in Management, Business and Public Service (WIMBIZ); Chinwe Bode-Akinwande Foundation (CBA), on women development.



Principle	Requirements	Status Update
<p><b>Principle 5: Financial Inclusion</b></p> <p>Promote financial inclusion by providing financial services to individuals and communities that traditionally have had limited or no access to the formal financial sector.</p>	<ul style="list-style-type: none"> <li>■ Develop and implement a financial inclusion policy</li> <li>■ Provide development and growth support to SMEs</li> <li>■ Improve financial literacy and institutional practices</li> <li>■ Improve access to Bank facilities and services</li> </ul>	<ul style="list-style-type: none"> <li>■ Financial Inclusion is part of the Group's Corporate Sustainability policy.</li> <li>■ Conducted over N32mn financial transactions through FirstMonie agents in over 14,000 locations.</li> <li>■ Promoted financial literacy through FutureFirst, participation in the Financial Literacy and World Savings Days as well as several other programmes.</li> </ul>
<p><b>Principle 6: E&amp;S Governance</b></p> <p>Implement robust and transparent E&amp;S governance practices in our respective institutions and assess the governance practices of our clients.</p>	<ul style="list-style-type: none"> <li>■ Establish E&amp;S governance responsibility</li> <li>■ Develop institutional E&amp;S governance practices</li> <li>■ Active support of key industry initiatives aimed to address E&amp;S governance issues with customers operating in sensitive sectors</li> <li>■ Implement E&amp;S performance linked compensation and incentive schemes</li> <li>■ Establish internal and where appropriate, external E&amp;S audit procedures</li> </ul>	<ul style="list-style-type: none"> <li>■ The Bank has in place a Sustainability Committee chaired by the Chief Risk Officer.</li> <li>■ FirstBank is a member of the NSBP network steering committee responsible for implementing the principles across sectors.</li> </ul>



## Principle

## Requirements

## Status Update

### Principle 7: Capacity Building

Develop individual, institutional and sector capacity necessary to identify, assess and manage the environmental and social risks as well as opportunities associated with our business activities and operations.

- Identify relevant roles and responsibilities towards delivering sustainable banking commitments
- Provide sustainable banking training sessions
- Create practical E&S training tools and resources
- Multi-stakeholder capacity building

- The Board and the Executive have been trained on sustainability.
- A total of 15,038 staff were trained.
- Partnered with NSBP and IFC in training key staff. The target is to train all staff on sustainability.

### Principle 8: Collaborative Partnerships:

Collaborate across sectors and leverage international partnerships to accelerate our collective progress towards aligning with international standards and Nigerian development needs.

- Collaborate and coordinate with other Banks
- Organise sector-wide workshops and events
- Align with international standards and best practice initiatives
- Establish and participate in Nigerian sector-level initiatives

- FirstBank is a member of the NSBP network steering committee responsible for implementing the principles across sectors.
- FirstBank participated in industry-wide workshops.
- FirstBank is a member of the United Nations Global Compact (UNGC) and in line with the guidance, the Bank has submitted its 2017 Communication on progress (COP) report.
- The Bank participated in the development of a work plan for the local network aimed at energising the activities of the network among business actors in Nigeria and encourages non-participants to adopt the UNGC principles.



## NIGERIAN SUSTAINABLE BANKING PRINCIPLES IMPLEMENTATION UPDATE contd.

Principle	Requirements	Status Update
<b>Principle 9: Reporting</b>  Regular review of the principles and reporting on the progress at the individual institution and sector levels.	<ul style="list-style-type: none"><li>■ Establish a sustainable banking reporting template</li><li>■ Set clear targets and relevant performance indicators</li><li>■ Ensure systems are in place for data collection</li><li>■ Agree on the frequency, nature and format of internal and external reporting</li><li>■ Contribute to sector-level reporting</li></ul>	<ul style="list-style-type: none"><li>■ Developed a reporting template</li><li>■ Targets and KPIs have been set. The implementation commenced in 2014.</li><li>■ Developed a system for data collection. Yearly internal reporting and quarterly external reporting.</li><li>■ Internal reports provided quarterly while external reports provided yearly. The 2013, 2014, 2015, 2016, 2017 and 2018 corporate responsibility and sustainability reports have been published and distributed to stakeholders.</li><li>■ NSBP half-yearly reports submitted to the CBN.</li></ul>



## United Nations Global Compact

The UN Global Compact (UNGC) is currently the highest body for corporate citizenship in the world today. Established in 2000 to serve as a platform for dialogue, learning and partnership for organisations willing to commit to adopting corporate responsibility as part of their business strategy and daily operations, the UNGC has successfully attracted and mobilised over 12,000 businesses in over 170 countries across the world to become members.

Membership into the UNGC implies an organisation's willingness to align with UN values and support initiatives that advance the UN goals as contained in the Millennium Development Goals (MDGs) – now Sustainable Development Goals (SDGs). Participants simply commit to align their strategies and operations with 10 principles in the areas of labour, human rights, environment and anti-corruption.

FirstBank became a member of the United Nations Global Compact in January 2013 having commenced the process in 2012. To ensure that all other subsidiaries under FBN Holdings of which FirstBank is a part synergises its activities and aligns its practices to the ten principles of the UNGC, FBN Holdings became a member of the UNGC in the stead of FirstBank.

The Group maintains a GC active membership status in the United Nations Global Compact and has published its Communication on Progress Reports for 2013, 2014, 2015 and 2016 in the UNGC website. 2017 report has also been concluded. Please see link for the 2017 Communication on Progress Report on the United Nations Global Compact Website:

### Stakeholder Engagement

Our approach to Corporate Responsibility and Sustainability is Citizenship. This entails putting into consideration the needs of our stakeholders while making business decisions. Our stakeholders are broadly categorized into two: Internal and External. Our main internal stakeholders are our employees and shareholders while our external stakeholders constitute our customers, host communities, regulators, the media, government agencies amongst others.

As in previous years, we continued to robustly engage with our stakeholders in 2017. This provided opportunities for us to further align our business practices with societal needs and expectations and drive long term sustainability and shareholder value.



# Awards and Recognition

...We have consistently won awards as well as recognised for our efforts in advancing corporate responsibility & sustainability.





## Most Socially Responsible Bank in 2018

### International Finance Banking Awards



<https://awards.internationalfinance.com/award-winners/winners-of-banking-awards-2018/>

International Finance Awards recognise corporate excellence and believe businesses are making a difference all over the world. Awards categories are identified by the organisation's research teams, who are constantly on the lookout for new industry sectors and categories to reward and recognise quality work.

The global banking sector is constantly evolving due to a raft of regulations, technology developments and market reforms. Consequently, the International Finance Banking Awards highlight the accomplishments of banks leading in innovation, infrastructure development and customer centricity.

#### Criteria:

- Significant contribution to the community
- Socially-responsible practices internal and external
- Initiatives within the institution which has delivered social and economic benefits to local communities and employees
- Policies and initiatives which have had a sustainable impact on the targeted communities

# FirstBank Performance Management & Reporting Metrics

## Responsible Lending & Procurement

KEY PERFORMANCE INDICATOR	JAN - DEC 2017	JAN - DEC 2018	
Total number of transactions approved during reporting period	185	1,149.00	▲
Total value of the transactions (N)	1,115,925,950,000	2,796,539,060,000	▲
Number of transaction screened/asses for E&S risks	183	1,157.00	▲
Value of transactions assessed for ESG risks (N)	997,770,660,000	2,794,811,060,000	▲
Percentage of portfolio screened/assessed for E&S risk	91.64	99.94%	▲
Number of clients or relationships exited for poor performance, on-compliance with agreed E&S Action plans, or breach of loan documentation covenants/ conditions	NIL	NIL	
No of client engagements on E&S issues which resulted in positive outcomes for the client and bank	NIL	NIL	
Number of loans made to women (Women-led businesses)	284,806,000	736,653,447	▲
Number of buildings/branches and facilities in use by the bank	880	741	▼
Total number of employees	6729	7207	▲
Total amount of electricity purchased from the national grid in Gwh or Kwh	2,588,293	4,448,905.00	▲
Total amount used per employee in kilowatts hour (HQ only)	1,764.34	2,072.98	▼
Total litres of fuel used to run the Generator (HQ)	2,997,060.00	2,504,119.00	▲
Total litres used per employee	2,042.98	1181.964348	▲
Number of ATMs powered by alternative sources of energy (eg solar energy)	22	12	▼
Total paper consumption in kilograms	275,658.60	320,209.5	▼

Performance Management and Reporting is a key component of the FBN Holdings' strategy, as it enables the Group to be able to effectively measure, manage and report its Corporate Responsibility and Sustainability performance and also meet its NSBP obligations which include reporting a wide range of metrics.

### Education/Health & Welfare

#### KEY PERFORMANCE INDICATOR

JAN - DEC 2017

JAN - DEC 2018

Total value of Community support programmes (N)

234,117,825

575,760,070



Total number of employees involved in voluntary communities activities

2,650

482



Total time (hours) spent by employees in voluntary communities activities

38,000

4,861



### Financial Inclusion/ Diversity

Number of female staff

2646<sup>+</sup>

2757<sup>+</sup>



Total percentage of female staff

39%<sup>+</sup>

38%<sup>+</sup>



Number of physically challenged employees in the workforce

15

17



Number of employees trained on Sustainability (during reporting period)

6729

4857



Total expenditure on capacity building for female employees

750,000,000

333,593,000



#### Legend



Improved performance



No Change



Reduced performance



# GRI Content Index

## General Standard Disclosures

We prepared this report in accordance with the [Global Reporting Initiative \(GRI\) Standards: Core option](#). The following index provides readers with references for where they can find information in this report and other public documents addressing GRI indicators relevant to our business.

Please visit the [GRI website](#) for the full text of the indicators and other information on the guidelines.

DISCLOSURE NUMBER	DISCLOSURE TITLE	REPORTING STATUS	REPORT SECTION OR OTHER DOCUMENTATION
<b>GRI 101: FOUNDATION 2016</b> <b>[GRI 101 DOES NOT INCLUDE ANY DISCLOSURES]</b>			
<b>GRI 102: GENERAL DISCLOSURES 2016</b>			
102-1	Name of the organization	Fully	FBN Holdings
102-2	Activities, brands, products and services	Fully	Our Business at a Glance; pg 5 Responsible Lending & Procurement pg 30
102-3	Location of headquarters	Fully	About the report; pg 88 Back cover
102-4	Location of operations	Fully	Our Business at a Glance pg
102-5	Ownership and legal form	Fully	Our Business at a Glance pg 5
102-6	Markets served	Fully	Our Business at a Glance pg 5,6,7
102-7	Scale of the organization	Fully	Our Business at a Glance pg 5
102-8	Information on employees and other workers	Fully	Employee empowerment, engagement and inclusive Workplace; pg 13 FirstBank Performance Management Metrics pg 74
102-9	Supply chain	Fully	Sustainable Procurement pg 40
102-10	Significant changes to the organization and its supply chain	Fully	Sustainable Procurement pg 40
102-11	Precautionary principle or approach	Fully	Responsible Lending & Procurement pg 30

DISCLOSURE NUMBER	DISCLOSURE TITLE	REPORTING STATUS	REPORT SECTION OR OTHER DOCUMENTATION
102-12	External initiatives	Fully	UN Global Compact Junior Achievement Nigeria Nigeria Sustainable Banking Principles (NSBP)
102-13	Membership of associations	Fully	UN Global Compact Junior Achievement Nigeria Nigeria Sustainable Banking Principles (NSBP)
102-14	Statement from senior decision-maker	Fully	GMD's Letter
102-15	Key impacts, risks and opportunities	Fully	GMD's Letter pg 2 Defining Materiality pg 25 Corporate Governance pg 26 Annual Report 2018
102-16	Values, principles, standards and norms of behavior	Fully	Our business at a glance pg 5 Ethics and Compliance pg 29 Annual Report 2018
102-17	Mechanisms for advice and concerns about ethics	Fully	Ethics and Compliance pg 29 Annual Report 2018
102-18	Governance structure	Fully	Our Corporate responsibility and sustainability Approach pg 16 Corporate Governance pg 26 Standards & Codes pg 62 Annual Report 2018
102-19	Delegating authority	Fully	Corporate Governance pg 26 Annual Report 2018
102-20	Executive-level responsibility for economic, environmental and social topics	Fully	Our Corporate responsibility and sustainability Approach pg 16 Corporate Governance pg 26 Annual Report 2018
102-21	Consulting stakeholders on economic, environmental and social topics	Fully	Our Corporate responsibility and sustainability Approach pg 16 Engaging our Stakeholders pg 22 Corporate Governance pg 26 Empowering Women pg 36 Employee empowerment, engagement and inclusive Workplace pg 37 Annual Report 2018
102-22	Composition of the highest governance body and its committees	Fully	Our Corporate responsibility and sustainability Approach pg 16 Corporate Governance pg 26 Annual Report 2018
102-23	Chair of the highest governance body	Fully	Our Corporate responsibility and sustainability Approach pg 16 Corporate Governance pg 26 Annual Report 2018



DISCLOSURE NUMBER	DISCLOSURE TITLE	REPORTING STATUS	REPORT SECTION OR OTHER DOCUMENTATION
102-24	Nominating and selecting the highest governance body	Fully	Our Corporate responsibility and sustainability Approach pg 16 Corporate Governance pg 26 Annual Report 2018
102-25	Conflicts of interest	Fully	Annual Report 2018
102-26	Role of highest governance body in setting purpose, values, and strategy	Fully	Our Corporate responsibility and sustainability Approach pg 16 Corporate Governance pg 26 Annual Report 2018
102-27	Collective knowledge of highest governance body	Fully	Our Corporate responsibility and sustainability Approach pg 16 Corporate Governance pg 26 Annual Report 2018
102-28	Evaluating the highest governance body's performance	Fully	Our Corporate responsibility and sustainability Approach pg 16 Corporate Governance pg 26 Annual Report 2018
102-29	Identifying and managing economic, environmental, and social impacts	Fully	Corporate Governance pg 26 Engaging our Stakeholders pg 22 The Journey of Embedding Sustainability within the Group pg 39
102-30	Effectiveness of risk management processes	Fully	Annual Report 2018
102-31	Review of economic, environmental and social topics	Fully	Our Corporate responsibility and sustainability Approach pg 16 Corporate Governance pg 26
102-32	Highest governance body's role in sustainability reporting	Fully	Our Corporate responsibility and sustainability Approach pg 16
102-33	Communicating critical concerns	Fully	Annual Report 2018
102-35	Remuneration policies	Fully	Annual Report 2018
102-36	Process for determining remuneration	Fully	Annual Report 2018
102-40	List of stakeholder groups	Fully	Engaging our Stakeholders pg 22 Our Corporate responsibility and sustainability Approach pg 16, 20
102-41	Collective bargaining agreements	Fully	Employee empowerment, engagement and inclusive Workplace pg 13 United Nations Global Compact pg 71 Annual Report 2018
102-42	Identifying and selecting stakeholders	Fully	Engaging our Stakeholders pg 22
102-43	Approach to stakeholder engagement	Fully	Engaging our Stakeholders pg 22
102-44	Key topics and concerns raised	Fully	Engaging our Stakeholders pg 22

DISCLOSURE NUMBER	DISCLOSURE TITLE	REPORTING STATUS	REPORT SECTION OR OTHER DOCUMENTATION
102-45	Entities included in the consolidated financial statements	Fully	Annual Report 2018
102-46	Defining report content and topic Boundaries	Fully	Our Corporate responsibility and sustainability Approach pg 16 Defining Materiality pg 25
102-47	List of material topics	Fully	Our Corporate responsibility and sustainability Approach pg 16 Defining Materiality pg 25
102-48	Restatements of information	Fully	There are no such restatements for this reporting period.
102-49	Changes in reporting	Fully	There are no significant changes from the previous reporting period.
102-50	Reporting period	Fully	About the report; pg 88
102-51	Date of most recent report	Fully	May 2018
102-52	Reporting cycle	Fully	Annual
102-53	Contact point for questions regarding the report	Fully	About the report; pg 88
102-54	Claims of reporting in accordance with the GRI Standards	Fully	This report has been prepared in accordance with the GRI Standards: Core option.
102-55	GRI content index	Fully	GRI content index
102-56	External assurance	Fully	Assurance Report pg 85
<b>GRI 103: MANAGEMENT APPROACH 2016</b>			
103-1	Explanation of the material topic and its boundary	Fully	Our Corporate responsibility and sustainability Approach pg 16 Defining Materiality pg 25
103-2	The management approach and its components	Fully	Corporate Governance pg 26
103-3	Evaluation of the management approach	Fully	Corporate Governance pg 26
<b>GRI 201: ECONOMIC PERFORMANCE 2016</b>			
103-1	Explanation of the material topic and its boundary	Fully	Our Corporate responsibility and sustainability Approach pg 16 Defining Materiality pg 25
103-2	The management approach and its components	Fully	Our Corporate responsibility and sustainability Approach pg 16 Annual Report 2018
103-3	Evaluation of the management approach	Fully	
201-1	Direct economic value generated and distributed		Annual Report 2018; Financial Highlights

DISCLOSURE NUMBER	DISCLOSURE TITLE	REPORTING STATUS	REPORT SECTION OR OTHER DOCUMENTATION
<b>GRI 202: MARKET PRESENCE 2016</b>			
103-1	Explanation of the material topic and its boundary	Fully	Our Corporate responsibility and sustainability Approach pg 16 Defining Materiality pg 25
103-2	The management approach and its components	Fully	Employee empowerment, engagement and inclusive Workplace pg 13
103-3	Evaluation of the management approach	Fully	Employee empowerment, engagement and inclusive Workplace pg 13
202-1	Direct economic value generated and distributed	Fully	Employee empowerment, engagement and inclusive Workplace pg 13
<b>GRI 203: INDIRECT ECONOMIC IMPACTS 2016</b>			
103-1	Explanation of the material topic and its boundary	Fully	Our Corporate responsibility and sustainability Approach pg 16 Defining Materiality pg 25
103-2	The management approach and its components	Fully	Driving sustainable finance & investments pg 17
103-3	Evaluation of the management approach	Fully	Driving sustainable finance & investments pg 17 Annual Report 2018
203-1	Infrastructure investments and services supported	Fully	Driving sustainable finance & investments pg 17 Annual Report 2018
203-2	Significant indirect economic impacts	Fully	Driving sustainable finance & investments pg 17 Annual Report 2018
<b>GRI 205: ANTI-CORRUPTION 2016</b>			
103-1	Explanation of the material topic and its boundary	Fully	Our Corporate responsibility and sustainability Approach pg 16 Defining Materiality pg 25
103-2	The management approach and its components	Fully	Employee empowerment, engagement and inclusive Workplace pg 13; Anti-corruption pg 45
103-3	Evaluation of the management approach	Fully	Employee empowerment, engagement and inclusive Workplace pg 13; Anti-corruption pg 45
205-1	Operations assessed for risks related to corruption	Fully	Employee empowerment, engagement and inclusive Workplace pg 13; Anti-corruption pg 45
205-2	Communication and training about anticorruption policies and procedures	Fully	Employee empowerment, engagement and inclusive Workplace pg 13; Anti-corruption pg 45

DISCLOSURE NUMBER	DISCLOSURE TITLE	REPORTING STATUS	REPORT SECTION OR OTHER DOCUMENTATION
<b>GRI 306: EFFLUENTS AND WASTE 2016</b>			
103-1	Explanation of the material topic and its boundary	Fully	Our Corporate responsibility and sustainability Approach pg 16 Defining Materiality pg 25
103-2	The management approach and its components	Fully	Our Corporate responsibility and sustainability Approach pg 16 Contributing to environmental sustainability pg 17
103-3	Evaluation of the management approach	Fully	Our Corporate responsibility and sustainability Approach pg 16 Contributing to environmental sustainability pg 17
202-1	Waste by type and disposal method	Fully	Our Corporate responsibility and sustainability Approach pg 16 Contributing to environmental sustainability pg 17
<b>GRI 203: INDIRECT ECONOMIC IMPACTS 2016</b>			
103-1	Explanation of the material topic and its boundary	Fully	Our Corporate responsibility and sustainability Approach pg 16 Defining Materiality pg 25
103-2	The management approach and its components	Fully	Employee empowerment, engagement and inclusive Workplace pg 13
103-3	Evaluation of the management approach	Fully	Employee empowerment, engagement and inclusive Workplace pg 13
203-1	New employee hires and employee turnover	Fully	Employee empowerment, engagement and inclusive Workplace pg 13
<b>GRI 404: TRAINING AND EDUCATION 2016</b>			
103-1	Explanation of the material topic and its boundary	Fully	Our Corporate responsibility and sustainability Approach pg 16 Defining Materiality pg 25
103-2	The management approach and its components	Fully	Employee empowerment, engagement and inclusive Workplace pg 13
103-3	Evaluation of the management approach	Fully	Employee empowerment, engagement and inclusive Workplace pg 13
404-1	Average hours of training per year per employee	Fully	Employee empowerment, engagement and inclusive Workplace pg 13; Enhancing Human Rights through Collaborative Partnerships pg 38
404-2	Programs for upgrading employee skills and transition assistance programs	Fully	Employee empowerment, engagement and inclusive Workplace pg 13; Enhancing Human Rights through Collaborative Partnerships pg 38
404-3	Percentage of employees receiving regular performance and career development reviews	Fully	Employee empowerment, engagement and inclusive Workplace pg 13; Enhancing Human Rights through Collaborative Partnerships pg 38

DISCLOSURE NUMBER	DISCLOSURE TITLE	REPORTING STATUS	REPORT SECTION OR OTHER DOCUMENTATION
<b>GRI 405: DIVERSITY AND EQUAL OPPORTUNITY 2016</b>			
103-1	Explanation of the material topic and its boundary	Fully	Our Corporate responsibility and sustainability Approach pg 16 Defining Materiality pg 25
103-2	The management approach and its components	Fully	Employee empowerment, engagement and inclusive Workplace pg 13; Enhancing Human Rights through Collaborative Partnerships pg 38
103-3	Evaluation of the management approach	Fully	Employee empowerment, engagement and inclusive Workplace pg 13; Enhancing Human Rights through Collaborative Partnerships pg 38
405-1	Diversity of governance bodies and employees	Fully	Employee empowerment, engagement and inclusive Workplace pg 13; Enhancing Human Rights through Collaborative Partnerships pg 38
<b>GRI 407: FREEDOM OF ASSOCIATION AND COLLECTIVE BARGAINING 2016</b>			
103-1	Explanation of the material topic and its boundary	Fully	Our Corporate responsibility and sustainability Approach pg 16 Defining Materiality pg 25
103-2	The management approach and its components	Fully	Enhancing Human Rights through Collaborative Partnerships pg 38; Upholding Freedom of Association pg 38
103-3	Evaluation of the management approach	Fully	Enhancing Human Rights through Collaborative Partnerships pg 38; Upholding Freedom of Association pg 38
407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Fully	Enhancing Human Rights through Collaborative Partnerships pg 38; Upholding Freedom of Association pg 38
<b>GRI 409: FORCED OR COMPULSORY LABOR 2016</b>			
103-1	Explanation of the material topic and its boundary	Fully	Our Corporate responsibility and sustainability Approach pg 16 Defining Materiality pg 25
103-2	The management approach and its components	Fully	Elimination of Forced Labour pg 38; Enhancing Human Rights through Collaborative Partnerships pg 38 Annual Report
103-3	Evaluation of the management approach	Fully	Elimination of Forced Labour pg 38; Enhancing Human Rights through Collaborative Partnerships pg 38 Annual Report
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	Fully	Elimination of Forced Labour pg 38; Enhancing Human Rights through Collaborative Partnerships pg 38



DISCLOSURE NUMBER	DISCLOSURE TITLE	REPORTING STATUS	REPORT SECTION OR OTHER DOCUMENTATION
<b>GRI 412: HUMAN RIGHTS ASSESSMENT 2016</b>			
103-1	Explanation of the material topic and its boundary	Fully	Employee empowerment, engagement and inclusive Workplace pg 13; Enhancing Human Rights through Collaborative Partnerships pg 38
103-2	The management approach and its components	Fully	Elimination of Forced Labour pg 38; Enhancing Human Rights through Collaborative Partnerships pg 38
103-3	Evaluation of the management approach	Fully	Elimination of Forced Labour pg 38; Enhancing Human Rights through Collaborative Partnerships pg 38
412-1	Operations that have been subject to human rights reviews or impact assessments	Fully	Employee empowerment, engagement and inclusive Workplace pg 13; Enhancing Human Rights through Collaborative Partnerships pg 38
412-2	Employee training on human rights policies or procedures	Fully	Employee empowerment, engagement and inclusive Workplace pg 13; Enhancing Human Rights through Collaborative Partnerships pg 38
412-3	Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening	Fully	Employee empowerment, engagement and inclusive Workplace pg 13; Enhancing Human Rights through Collaborative Partnerships pg 38
<b>GRI 413: LOCAL COMMUNITIES 2016</b>			
103-1	Explanation of the material topic and its boundary	Fully	Our Corporate responsibility and sustainability Approach pg 16 Defining Materiality pg 25
103-2	The management approach and its components	Fully	Supporting our Communities pg 15, 17
103-3	Evaluation of the management approach	Fully	Supporting our Communities pg 15, 17
413-1	Operations with local community engagement, impact assessments and development programs	Fully	Supporting our Communities pg 15, 17
413-2	Operations with significant actual and potential negative impacts on local communities	Fully	Supporting our Communities pg 15, 17

DISCLOSURE NUMBER	DISCLOSURE TITLE	REPORTING STATUS	REPORT SECTION OR OTHER DOCUMENTATION
<b>GRI 414: SUPPLIER SOCIAL ASSESSMENT 2016</b>			
103-1	Explanation of the material topic and its boundary	Fully	Our Corporate responsibility and sustainability Approach pg 16 Defining Materiality pg 25
103-2	The management approach and its components	Fully	Sustainable Procurement pg 40
103-3	Evaluation of the management approach	Fully	Sustainable Procurement pg 40
414-1	New suppliers that were screened using social criteria	Fully	Annual Report 2018
<b>GRI 417: MARKETING AND LABELING 2016</b>			
103-1	Explanation of the material topic and its boundary	Fully	Our Corporate responsibility and sustainability Approach pg 16 Defining Materiality pg 25
103-2	The management approach and its components	Fully	Marketing Communication pg 43
103-3	Evaluation of the management approach	Fully	Marketing Communication pg 43
417-1	Requirements for product and service information and labeling	Fully	Marketing Communication pg 43
<b>GRI 418: CUSTOMER PRIVACY 2016</b>			
103-1	Explanation of the material topic and its boundary	Fully	Our Corporate responsibility and sustainability Approach pg 16 Defining Materiality pg 25
103-2	The management approach and its components	Fully	Information Security & Customer Privacy pg 40
103-3	Evaluation of the management approach	Fully	Information Security & Customer Privacy pg 40
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Fully	Annual Report

# Independent Sustainability Assurance Report

TO THE DIRECTORS OF FIRST BANK OF NIGERIA  
FOR THE YEAR ENDED 31 DECEMBER 2018



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We have completed our independent assurance engagement to enable us to express our limited assurance conclusions on whether specified Key Performance Indicators (“KPIs”) of First Bank of Nigeria contained in the FBN Holdings Sustainability Report (“the Report”) for the year ended 31 December 2018, has been prepared, in all material respects, in accordance with managements’ criteria as derived from the GRI G4 reporting guidelines:

**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.

- Total number of female staff (Page 75)
- Total percentage of female staff (Page 75)

The specified KPIs noted above have been highlighted for identification purposes in the Report through the symbol “+”.

Our responsibility in performing our independent limited assurance engagement is to First Bank of Nigeria 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 First Bank of Nigeria, 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 performed and subject to the limitations described above, nothing has come to our attention that causes us to believe that the specified KPIs have not been prepared, in all material respects, in accordance with management's criteria as described in the Sustainability Report for the year ending 31 December 2018.

### Other matter

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

**Samuel Agbevem**

Ernst & Young  
Lagos, Nigeria



# About the report

## scope and boundary



### Reporting Year

Information in this report is related to the fiscal year 2018. That is between the months of January 2018 and December 2018.

### Scope

This report covers FBN Holdings non-financial performance and impact relating to the Group's corporate responsibility work in the financial year 2018. The report covers material issues regarding corporate responsibility & sustainability based on:

- Internal assessments
- Continuous engagement with a broad range of stakeholders including employees, non-governmental organisations; investors; regulators and communities
- Information requests from global and local reporting and rating agencies

Therefore, the report is structured around our most important issues for business:

- Sustainable finance & investment
- People empowerment
- Community support
- Environmental sustainability

As in 2017 report, we are employing the standards of the Nigerian Sustainable Banking Principles (NSBPs); the United Nations Global Compact as well as the Global Reporting Initiative (GRI) Sustainability Reporting Guidelines.

In addition, the 2018 CR&S report has been independently assured.

### Additional Reporting

This report complements the Group's Annual Report and Accounts and both reports provide a better picture of our performance over the year.

In addition to this report, we report our corporate responsibility & sustainability impact in some of the following ways

- Citizenship updates on our websites, blogs; twitter; facebook
- Research findings and white papers on corporate responsibility and sustainability issues
- Annual submission of COP to the UNGC
- Quarterly submission of corporate responsibility & sustainability reports to Central Bank of Nigeria.

### Feedback

Your feedback on the report and FBN Group Corporate Responsibility & Sustainability approach is welcomed.

Please email your comments to

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[ismail.i.omamegbe@firstbanknigeria.com](mailto:ismail.i.omamegbe@firstbanknigeria.com) or

you can write to us on the following address:

The Group Head, Marketing Corporate Communications  
Marketing & Corporate Communications Department  
FirstBank of Nigeria Limited,  
14th Floor, Elephant House, Broad Street, Lagos

The Head, Corporate Responsibility & Sustainability  
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