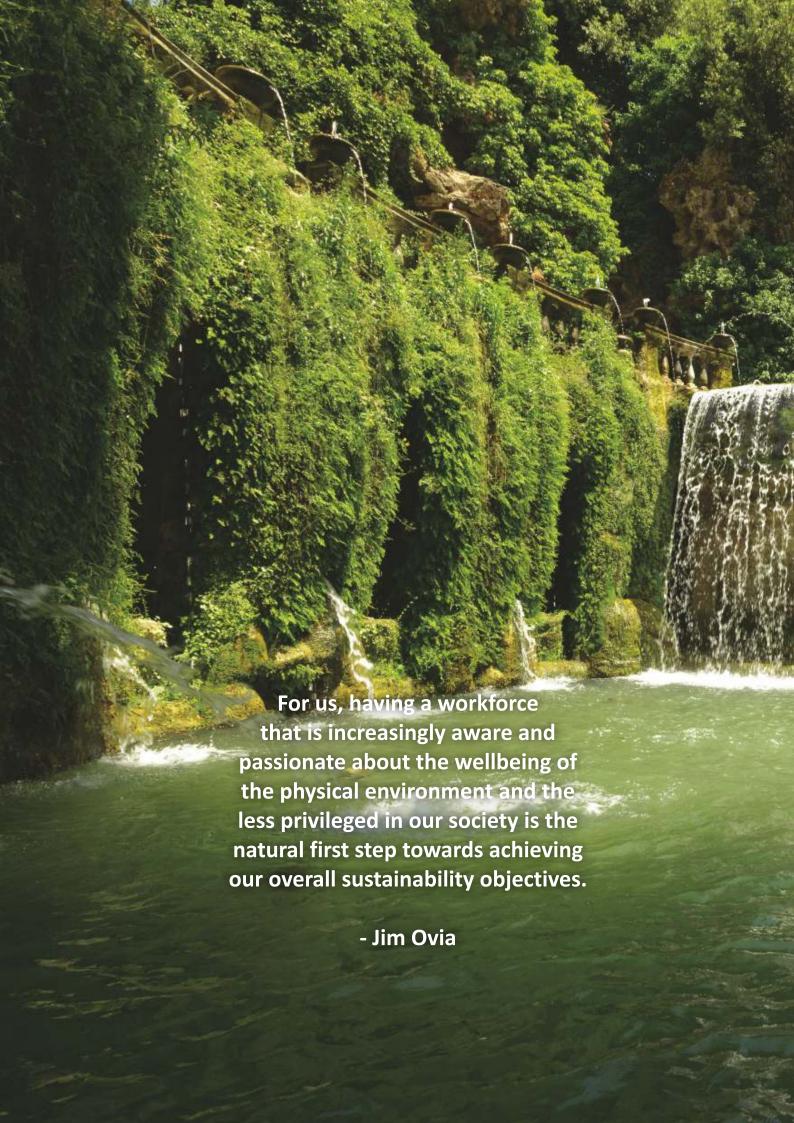
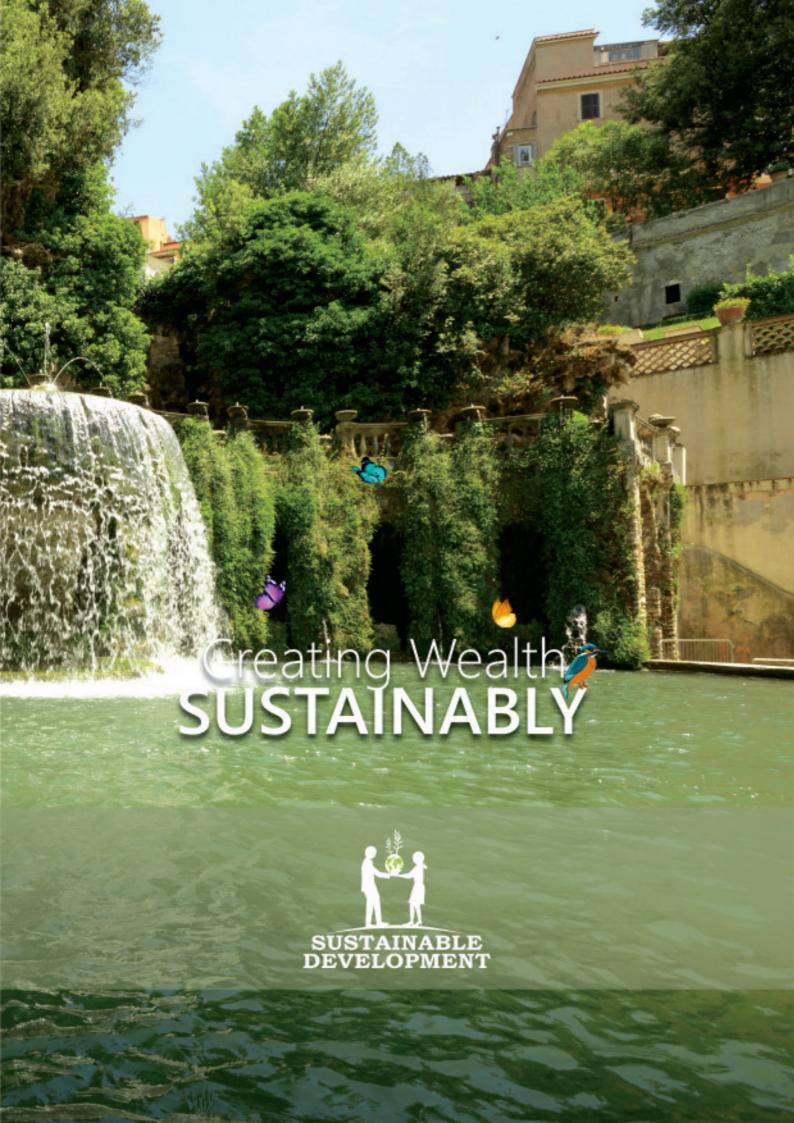




• 2016 Sustainability Report •







contents overview 3 ab



3	about this report	85	Social
4	executive summary	86	employment
6	chairman's statement	87	new employee hires and turnover
8	group md/ceo's statement	87	labor and management relations
		88	freedom of association and collective bar-
11	About Zenith Bank		gaining
12	our corporate profile	88	occupational health and safety
17	ethics & integrity	89	training and development
25	organisational structure	90	diversity and equal opportunity
31	our business focus	92	non-discrimination
		92	child labour
39	Our Stakeholders	93	forced or compulsory labour
40	engagement with stakeholders	93	human rights
	engagement man stationeraers	95	local communities and social investments
49	Our Footprints	98	product and service labelling
51	Economic	99	customer privacy
52	economic performance	99	socioeconomic compliance
56	sustainable wealth creation	100	product portfolio
57	market presence & minimum wage	100	audit
58	indirect economic impacts	101	active ownership
60		101	active ownership
61	procurement practices	105	Nigorian Sustainable Panking Principles
01	anti-corruption	103	Nigerian Sustainable Banking Principles our NSBP scorecard
65	Environment	100	Our NSDP Scorecard
65		127	Conclusion
67	our green business strategy	127	Conclusion
68	energy	130	External Assurance Report
71	emissions	134	GRI Standards Content Index Data Table
75	greenhouse gas emission audit re-	140	Contact Information
00	port		
80	effluents and wastes		



environmental compliance

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

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

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

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

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

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

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

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

Topics that met the three criteria were considered to

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

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

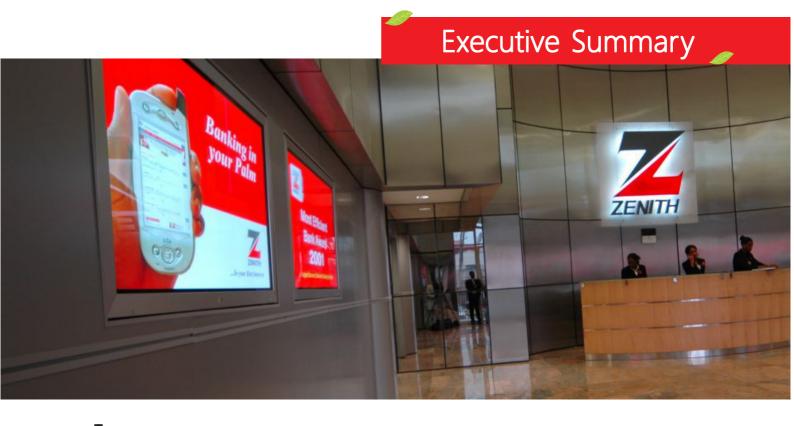
The report integrates the reporting requirements of other sustainability principles that we are committed to by choice or by regulation, including principles and standards of the United Nations Global Compact (UNGC's 10 Principles); United Nations Environment Program Finance Initiative (UNEP-FI); United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

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

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

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

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



eapfrogging into our next line of business strategy would depend significantly on the condition of the society, the environment and the economy where we play. This is why the adoption of a sustainable business model is increasingly a very attractive option for us.

Like in 2015, the year 2016 was a very difficult one, especially in commodity-dependent economies where we mostly play. But the Bank sustained its strong growth momentum, reaching new records not just in our financial scorecard, but also in our social investments and environmental responsibility.

Our financial performance exceeded projections in 2016. In spite of the headwinds, Zenith Bank posted a better-than-expected performance as gross earnings hit N507 billion in 2016, up from N432 billion in 2015, and representing a 17.5 percent rise. Similarly, Profit after tax rose by 22.9 percent, from N105 billion in 2015 to N129 billion in 2016. Total assets also surpassed initial projections (N4.2 trillion) to reach a record N4.7 trillion in 2016, from about N4 trillion recorded in 2016. We estimate that at least 120,000 new jobs were created from our strategic investments and financing, and the direct and indirect economic values we created in the year under review.

Our corporate social responsibility (CSR) investments also exceeded our earlier projections. For the first time in our corporate history, we reached and surpassed the N2 billion mark in social investments, as we stepped up efforts to close the widening wellbeing gap in an economy

that was in recession for the first time in nearly 30 years. We invested a total of N2.557 billion on diverse CSR initiatives. This was a 177 percent leap from the N0.923 billion expended in 2015, and representing 2 percent of our profit after tax during the review period. In our social investments, we targeted projects that would meet the most pressing needs of host communities and the larger society, in line with the outcomes of our engagements with key stakeholders.

On the environment, another major first in the year under review was in our carbon footprint management. We engaged for the first time, the services of an external auditor to measure and report on our 2016 carbon footprint in our head office complex. The audit identified the emission sources from our day-to-day operations in 2016 and measured our actual impact on the environment during the period.

According to the audit report, the total GHG emitted by Zenith Bank Head Office, employing 1,030 employees in a total area of 6,730.52 m2, was 14,579.9 tCO2e in 2016. This is equivalent to 14.2 tCO2e per employee or 2.2 tCO2e per m2. Our car fleet constituted our biggest emission point, constituting 42.7 percent of total emission. This is followed by generators, 35.1 percent; refrigerants, 10.8 percent; electricity from national grid, 9.1 percent; flight trips, 2.1 percent; and paper consumption, 0.3 percent. We are committed to gradually reducing this footprint in line with our carbon footprint emission reduction strategy.

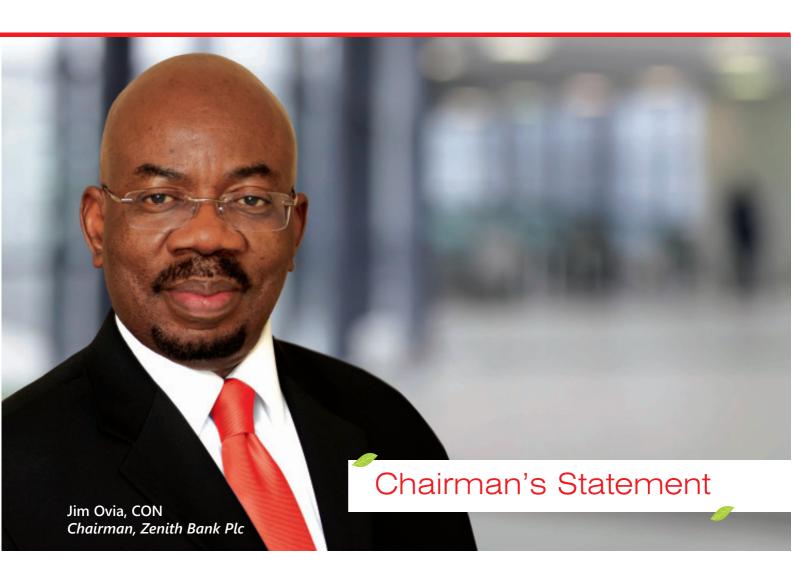




In 2016, we developed a policy and framework for integrating environmental and social risk management into our business decisions. This was for us a very critical step. As a financial services institution, we have business relationships and investments in almost all sectors of the economy. These third party relationships constitute our biggest indirect footprint challenge. From 2017, we plan to carry out complete due diligence on every major project we fund. And investees' compliance with our environmental and social risk conditions and agreed corrective action plans, would be key condition precedent to transaction approvals and loan disburse-

We understand that there are still several gaps to fill in our sustainability journey, especially in the capture, documentation, measurements and monitoring of our different environmental footprints. But we are committed to achieving significant improvement in these areas in the next five to 10 years. The rapid progress we made in 2016 is an incentive to keep improving on our environmental and social performance. We will continuously improve on our business policies and processes and adopt global best practices in energy consumption, paper usage, waste management and resource utilization.

Zenith Bank's Sustainability Materiality Matrix 2016 High 17 15 mpact on Stakeholder 13 14 12 11 10 7 5 4 3 2 1 Low Low High **Impact on Zenith Bank** SOCIAL STANDARDS ENVIRONMENTAL STANDARDS ECONOMIC STANDARDS Child/Forced Labor **Environmental Compliance** Anti-corruption 13 Human rights and Non-discrimination Effluents and waste 2 6 Procurement Practices 15 3 8 16 Diversity and equal opportunity Emissions Market Presence 5 17 Product and service labeling Energy Indirect Economic Impacts Economic Value Created Customer privacy Training and education 10 Local Communities & Social Investments 11 Occupational health and safety 12 Employment / Labour Relations



Sustainable Banking: OUR STRATEGIC DIRECTION



 \bigcirc

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

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

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

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



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

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

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

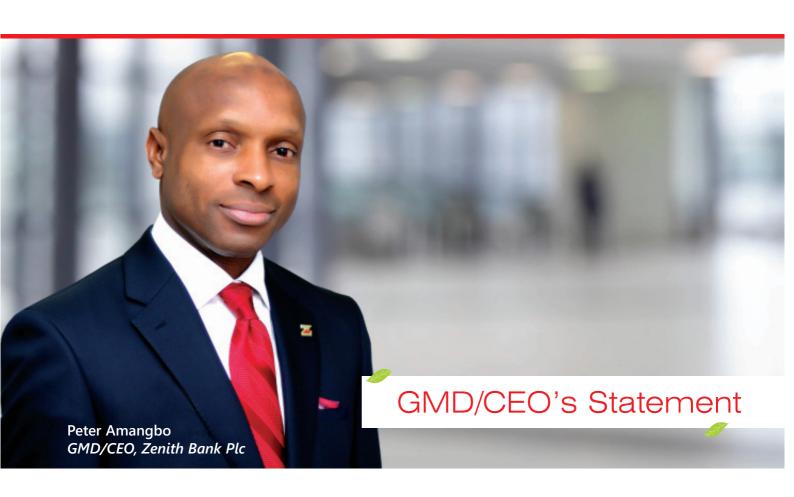
As the journey progresses, we increasingly see the concept of 'sustainability' as the lowest hanging fruit in our mission to sustain strong growth and propel sustainable wealth creation.

We may not have met all our sustainability objectives for 2016. But it was a remarkable year in our journey, especially as we have been able to set clear goals and direction, and are more certain about how we will accomplish them.

For us, having a workforce that is increasingly aware and passionate about the wellbeing of the physical environment and the less privileged in our society is the natural first step towards achieving our overall sustainability objectives. One of our biggest achievements in 2016 was creating widespread awareness about, and enthusiasm for sustainable business principles, policies and practices within the workforce. With this done, we are certain of more rapid progress in the years ahead. This is indeed a critical first step because our people are the propeller of our overall strategy and vision.







Building Capacity, LEVERAGING PARTNERSHIPS

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

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

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

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



there.

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

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

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

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

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

We are also committed to driving the attainment of the United Nations' Sustainable Development Goals (SDGs) in our business practices and social investments. We will continue to support governments at all levels in their efforts towards the attainment of the 17 goals and 169 targets, all focused on improving the wellbeing of the people and the natural environment.

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

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









enith Bank Plc is one of Africa's foremost financial institutions, serving individual customers and corporate businesses with a range of innovative financial products and services. The Bank has assets base of over N4.28 tril-

lion, gross earnings of N507 billion and profit before tax of N156 billion, as at December 31, 2016. Its stocks are traded on the Nigerian Stock Exchange (NSE) and the London Stock Exchange (LSE).

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

The Bank places high premium on its core business strategy which is anchored on its **People, Technology and Service.** Exceptional service delivery that exceeds

clients' expectations is the banks' cardinal driver.

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

As at December 31, 2016, the total number of employees in our workforce was 5,970.

Our strengths

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

Our vision

"To build the Zenith brand into a reputable international financial institution recognized for innovation, superior







customer service and performance while creating premium value for all stakeholders".

Our mission

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

Our core values

- Integrity
- Professionalism
- Excellence
- Ethics
- Commitment
- Transparency
- Service
- Equity

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

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

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

Our objective is to ensure that every member of our team recognizes and understands these values and are bound by them. This is why they constitute an important aspect of our orientation program for new entrants, and the reason why supervisors, line managers, executive management and board monitor compliance at all levels.

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

Strategic Objectives

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

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



tems platforms to deliver new capabilities and improve operational efficiencies and economies of scale

- Maintaining strong risk management and corporate governance culture
- Ensuring proper pricing for our products and services and overall products responsibility
- Continuous delivery of superior and tailor-made service experience to all our customers at all times, and in all regions where we operate

External collaborations & institutional membership

Zenith Bank is committed to several Sustainability principles, standards and initiatives that support our goals and objectives. We became a member of the United Nations Environment Program's Finance Initiative, (UNEP-FI) in May 2008; United Nations Global Compact (UNGC) in August 2014; signatory to the regulatory Central Bank of Nigeria's Nigerian Sustainable Banking Principles





(NSBP) in July 2012; member of the Global Reporting Initiative (GRI) Gold Community in July 2016.

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

We are also a member of the World Economic Forum; the Nigerian Economic Summit Group; Nigerian-South Africa Chamber of commerce; Nigerian-British Chamber of Commerce; Nigerian-America Chamber of Commerce; US-Nigeria Council on Food Security, Trade and Investment; Chartered Institute of Bankers of Nigeria; NEPAD Business Group (Nigeria); Financial Institu-

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

tions Training Centre (FITC); Equipment Leasing Association of Nigeria, among others.

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







Ethics & Integrity

The professional image of Zenith Bank is directly linked to the way each employee behaves. So all employees are expected to maintain high standard of professional conduct and personal behavior, both in and outside the office.

s a financial services institution, ethics and integrity are critical to our business. We understand that our customers cannot entrust their business to us if we do not display a high level of integrity and good ethical behavior. We therefore treat business ethics with utmost importance.

We carry out our business activities in compliance with laid down national laws and regulations in all societies where we operate. Our employees are expected to exhibit the highest level of ethical and legal conduct as stipulated by statutory regulations, industry guidelines and the Bank's policies.

We have regular internal correspondences, training programs and manual that educate employees on behaviors that are acceptable in the workplace and those that are not. We ensure that high ethical standards are maintained in every aspect of our business. The penalties for violations are also clearly defined. Appropriate structures are in place to deter violations, punish offenders and reward compliance.

Externally, we are guided by the Central Bank of Nigeria (CBN) Code of Corporate Governance for Banks in Nigeria (2014) and the Securities and Exchange Commission (SEC) Code of Corporate Governance. During the year under review, we complied with the provisions of both codes.



Analysis of Fraud & Forgeries Returns						
	31 Dec	31 Dec 2015				
Nature of Fraud	No.	% Loss	Actual Loss to the Bank (N) Jan-Dec 2016	No.	% Loss	Actual Loss to the Bank (N) Jan-Dec 2015
ATM/Electronic fraud	18	-	-	24	-	-
Staff Perpetrate	4	86	7,740,002	5	77	155,727,899
Impersonation	1	-	-	4	-	-
Stolen/Forged Instrument	27	-	-	8	16	31,482,925
Internet Banking	151	14	1,300,000	80	3	5,328,712
Others	29	-	-	90	4	7,983,900
Total	230	100	9,040,002	211	100	200,523,436

Our Board Governance, Nominations and Remuneration Committee is the highest body of the Bank responsible for monitoring compliance with the Bank's code of ethics and business conduct for Directors and staff. Our Disciplinary Committee is also on hand to hear cases of employees' ethical issues, and give the executive management advice on disciplinary measures to be taken against erring employees, where applicable.

The professional image of Zenith Bank is directly linked to the way each employee behaves. So all employees are expected to maintain high standard of professional conduct and personal behavior, both in and outside the

office. They are also required to maintain good judgment, self-discipline, and a courteous approach to customers and colleagues at all times.

At Zenith Bank, we are committed to safeguarding our reputation. And we ensure that employees at all levels are trained on business ethics, integrity and professionalism. We have put structures in place that reward outstanding ethical behavior.

The Bank also has a robust Employees Code of Conduct and Handbook, that clearly defines acceptable code of conduct; and all employees at all levels are bound by them. In cases of breaches of our ethical standards, poli-







cies and procedures, and depending on the gravity of the breach, the Bank can invoke any of the following disciplinary measures against erring employees:

- Query
- Formal written warning
- With-holding of annual salary increment
- Suspension
- Termination
- Dismissal

We encourage employees at all levels, and indeed, all stakeholders to use our different engagement channels to report any breach of ethical standards that could jeopardize the reputation of the Zenith brand. Reports can be made anonymously, via the bank's whistle blowing portal on our intranet, or directly to a supervisor, line manager, human resources department, and so on, as the case may be. No matter the form of report, investigations will be conducted discreetly and the source kept confidential, subject to any legal constraints.

It is the responsibility of all employees to promptly communicate suspicious conducts, or possible violation of laws, regulations and ethical standards to any or all of the following, until the issue is appropriately addressed:

- A supervisor 1.
- 2. Chief Compliance Officer
- Human Resources department

We ensure that the disciplinary measures we have put in place for noncompliance are fair, impartial, objective and known to all our employees.

We are committed to dealing fairly and professionally with our customers, suppliers, competitors and employees. This is why we have consistently elicited positive rankings in corporate governance and professional ethics in environments where we operate. The Bank's recent listing on the Premium Board of the Nigerian Stock Exchange (NSE) is an indication of our performance in this regard.

We will continue to sustain this feat and continuously reappraise our processes to ensure that our business practices conform to the highest global standards, at all times.

Grievance, dispute & feedback mechanisms

Employees: Open communication helps create a work environment where everyone has a say and a stake. Using diverse formal and informal two-way communication channels, we ensure that our employees are well informed about matters that concern them.

We also have effective mechanisms for reporting and resolving disputes when they occur.

We recognize that there is no real substitute for a mutually respectful line manager/employee relationship for the resolution of individual, work-related conflicts. Nevertheless, if this relationship fails to resolve an issue, the Bank has a formal process for addressing all work-related issues and concerns, quickly and at an appropriate level of management.

The bank's grievance procedure is summarized as follows:

Step 1: The aggrieved employee shall first discuss the issue with the colleague who is presumed to have caused the grievance.

Step 2: If the matter is not resolved in step 1, the aggrieved employee shall discuss it with his or her branch or departmental head. Branch or departmental heads are expected to mediate and resolve the issue within two working days.

Step 3: If the problem is not resolved under step 2, the employee may write to the Group/Zonal Head, requesting for a meeting, which should be granted within two working days.

The decisions and recommendations made at step 4 shall be final. The Group Head, Human Resources shall document all requests and recommendations in the grievance resolution process.

Employees must ensure that grievances are genuine. If a grievance is found to be spurious and or unjustified, the complainant will be sanctioned appropriately.

Thirteen employees utilized our grievance mechanisms and procedures during the period, with fair, objective and satisfactory outcomes.

Our grievance management procedures are clearly indicated in our Employees Handbook and Code of Conduct



Following the meeting, a note will be made on the discussion and agreement between the employee and the Group/Zonal head. The issue will be investigated, a recommendation made and communicated to the employee within two working days from the meeting date.

Step 4: If the employee is not satisfied with the decision and recommendations reached in Step 3, he or she may write to the Group Head, Human Resources. Requests for such reviews are in writing, with a copy to the employee's Group/Zonal Head. The Group Head, Human Resources (or an appointed officer) will consider all the available information and may either make a decision without further meetings or arrange a further meeting with the aggrieved employee.

Customers and other stakeholders: With over 600,000 shareholders, millions of account holders and hundreds of host communities, Zenith Bank has a global reach. We are continually in touch with the local and international public on issues pertaining to our products, services, personnel, business offices, social investments and related concerns. Creating a convenient platform through which our millions of stakeholders could send feedback to us on how we can serve them better, is of utmost importance to us.

We encourage feedbacks, complaints and requests through supervisors and line managers in our different departments, business offices and branches. We also have a 24/7 dedicated hotline portal, *ZenithDirect*, which



answers questions, manages requests and complaints from customers, investors, shareholders and the general public on issues pertaining to our products, services and business engagements.

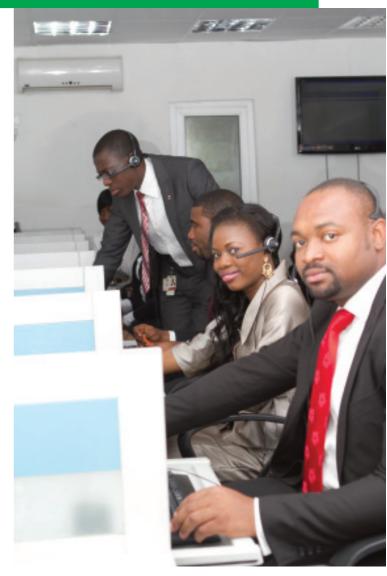
ZenithDirect provides support to customers regarding all products and services of the Bank including, internet banking, mobile banking, account reactivation, card activation, debit and credit card usage, hardware token PIN reset, card and internet banking whitelisting requests, among others.

ZenithDirect attends to stakeholders using telephone calls, e-mails and the social media. When received, reguests are logged on the Customer Relationship Management Tool (CRM) and feedback is given to customers immediately or at a later date, depending on the nature of request. Self-help services on the Interactive Voice Response (IVR) are also available to callers. For callers that may not be fluent in English, there are standby interpreters that understand and speak all major Nigerian languages. Our communications unit in charge of our grievance mechanism portals are continually trained to be able to carry out their functions efficiently and effectively.

The major dispute calls received from customers within the review period were on foreign exchange (FX) related transactions. And these were fallouts of the exchange rate and availability crisis experienced in the Nigerian economy during the review period. Similarly, our suspension of international transactions on our Naira debit cards during the period generated complaints from affected customers. These were handled in line with the Bank's laid down complaints resolution policies and standards.

The Customers' Bank Verification Number (BVN) reqistration process also generated complaints. In the new requirement mandated by the Central Bank of Nigeria, customers in the diaspora were required to provide documents on their residence, as well as valid contact information. For customers resident in Nigeria, their accounts were to be restricted pending their completion of the registration process. BVN update forms were sent out monthly to enable customers who registered with other Banks, update their accounts with the necessary BVN information. Self-service channels for BVN update were deployed. Feedbacks to customers on resolution of their queries were also continually provided.

Other major feedback and complaints received from customers during the year included dispense errors arising from failed ATM, Web and POS transactions; instant transfer disputes; issues with bank rates and charges;



access to lending and financing; airtime purchase disputes; and incidences of employees' misconducts.

We remain committed to continually improving on our dispute resolution mechanisms, to ensure speedy and satisfactory responses to our stakeholders' complaints. And we are excited about the progress we have made in this regard. Disputed transactions on our own ATMs are resolved instantly or within 24 hours. Disputes arising from transactions on other Banks' ATMs are resolved within 5-7 working days. Customers are advised along these lines and an estimated timeframe for resolution is always clearly communicated to them any time there is a dispute. Feedback is also provided when the issues are resolved.

The Bank has support teams for its different transaction types, with a responsibility to ensure speedy and satisfactory resolution of disputes that may arise, and to give feedback to the customers.

Total number of complaints received and how they were resolved during the review period are tabulated (see table)

No customer satisfaction survey was conducted during the period under review.

Whistle blowing and non-retaliation policy

The Bank expects its employees, contractors, vendors, customers and any member of the public who have concerns about any inappropriate or irregular aspect of the Bank's operations, management's actions, or decisions to come forward and voice those concerns.

These concerns will be recognized wherever practicable, and subject to any legal constrains, such matters shall be dealt with in a confidential manner.

Zenith Bank has a robust whistle blowing policy that protects whistle blowers from victimization and harassment. We also have a whistle blowing portal where employees and external stakeholders can report cases of ethical failures within the workplace. Our whistle blowing policy ensures strict confidentiality and supports anonymity of the whistle blower as permitted by all necessary legal and regulatory provisions. All reported cases are viewed fairly and objectively. No level of employee is exempt from being reported. All reports are handled quickly and discreetly, with the information made available only to those that need to know, for investigative and resolution purposes.

Description	Nur	nber	Amoun	t claimed	Amount	refunded
		31 Dec		31 Dec 2015	31 Dec 2016	31 Dec 2015
	2016	2015	N	N	N	N
Pending						
complaint	64	60	14,569,036,425	8,070,341,593	774,033,876	682,941,586
brought						
forward						
Received						
Complaints	343	212	2,465,265,125	14,872,147,292	624,257,449	1,089,886,66
Resolved						
Complaints	253	208	15,462,483,784	8,373,452,460	1,386,713,078	1,012,531,80
Unresolved						
Complaints	-	5	-	2,490,301,871		
escalated						
to CBN for						
Intervention						
Unresolved						
Complaints	-	59	-	12,078,734,554		
pending with						
the bank						
carried forward						
Unresolved						
Complaints carried	154	64	1,571,817,766	14,569,036,425	11,578,247	



Zenith Bank is committed to a policy that encourages open communication on, and timely disclosure of concerns that could jeopardize the wellbeing of the Bank and its stakeholders. Our nonretaliation policy prohibits retribution or retaliation against any member of staff, contractor, vendor and other stakeholders that may choose to report such legitimate concerns in good faith. Zenith Bank policy prohibits taking any retaliatory action for reporting or inquiring about alleged improper or wrongful activity by any member of staff, including senior management, executive management and Board of Directors of the Bank. No member of staff may be victimized or harassed for refusal to carry out a directive that is fraudulent, criminal or a violation of local, state, federal or other applicable laws and regulations.

Ratings, endorsements and certifications

Our excellent customer service and corporate governance track record continued to win us accolades and recognitions during the year under review. Some of our recent awards and recognitions in the financial services space include:

Most Customer-Focused bank in Nigeria 2014,

Our excellent customer service and corporate governance track record continued to win us accolades and recognitions during the year under review.

2015, 2016 KPMG

- Best Customer Service Bank Nigeria 2015 Global Banking and Finance
- Best Corporate Governance Bank Nigeria 2015 Global Banking and Finance
- Best Bank in Corporate Governance 2012, 2014, 2015 and 2016 - World Fi-
- Best Commercial Bank in Nigeria 2016 - World Finance
- Biggest bank in Nigeria by tier-1 capital 2013, 2015, 2016 The Banker Maga-
- Fitch 2015 Ratings: Credit Rating B+
- Pharez 2015 Rating: Credit Rating Aaa
- Standard & Poors 2015 Ratings: Credit Rating - B+

Also during the period under review, the Bank was recertified on three key International Standards Organization (ISO) standards namely, ISO 22301 (Business Continuity Management), ISO 20000 (IT Service Management) and ISO 27001 (Information Security Management).

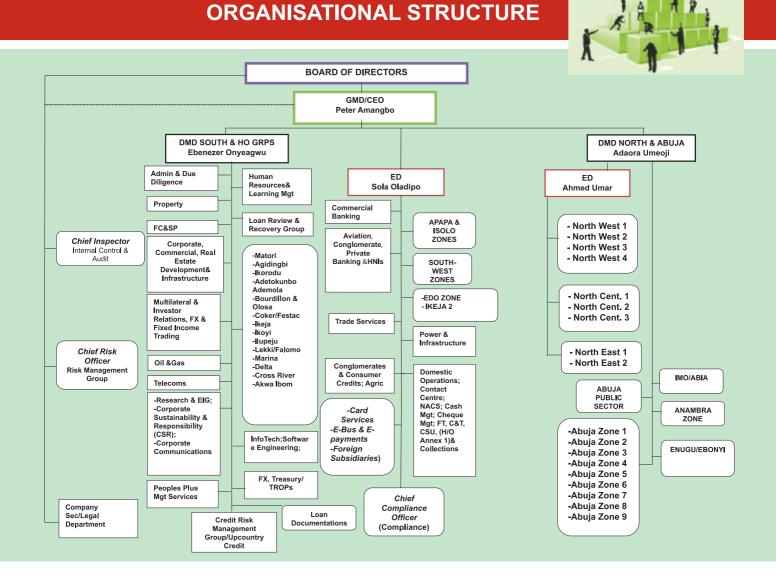


BANK





Governance, Ownership & Structure



Ownership and legal form

With over 600,000 shareholders, the Bank has a diverse shareholding structure with no single ultimate individual shareholder holding more than 9.5 percent of the Bank's total shares.

Shareholding analysis

The shareholding pattern of the Bank as at 31 December, 2016 is as stated below:

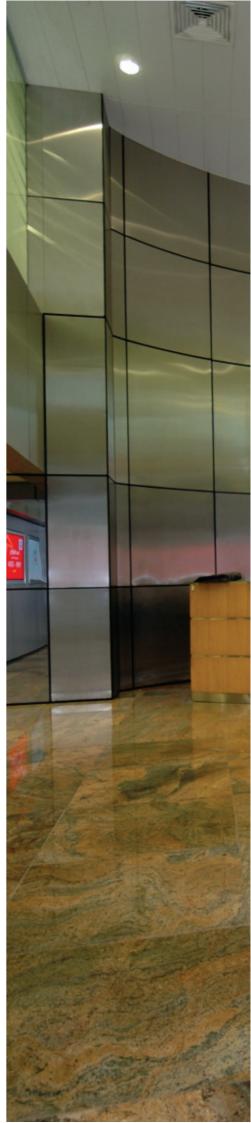
The shareholding pattern of the Bank as at 31 December, 2016						
Share range	No. of Shareholders	Percentage of Shareholders	Number of holdings	Percentag e Holdings (%)		
1-9,999	541,348	83.6411 %	1,627,229,637	5.18 %		
10,000 - 50,000	83,802	12.9479 %	1,712,394,356	5.45 %		
50,001 - 1,000,000	21,020	3.2477 %	3,225,337,840	10.27 %		
1,000,001 - 5,000,000	771	0.1191 %	1,632,120,871	5.20 %		
5,000,001 - 10,000,000	131	0.0202 %	890,422,214	2.84 %		
10,000,001 - 50,000,000	105	0.0162 %	2,219,551,674	7.07 %		
50,000,001 - 100,000,000	21	0.0032 %	1,507,117,182	4.80 %		
100,000,001 - 500,000,000	21	0.0032 %	4,294,018,429	13.68 %		
500,000,001 - 1,000,000,000	1	0.0002 %	719,545,610	2.29 %		
Above 1,000,000,000	7	0.0011 %	13,568,755,974	43.22 %		
	647,227	100 %	31,396,493,787	100 %		

Substantial interest in shares

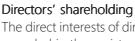
According to the register of members as at December 31, 2016, the following shareholders held more than 5.0 percent of the issued share capital of the Bank:

Substantial interest in shares of members as at December 31, 2016

	Number of Shares Held	Number of Shares Held
Jim Ovia, CON	2,946,199,395	9.38 %
Stanbic Nominees Nigeria Limited/C011 - MAIN	2,993,953,971	9.54 %
Stanbic Nominees Nigeria Limited/C002 - MAIN	2,451,590,191	7.81 %
Stanbic Nominees Nigeria Limited/C001 - TRAD	1,814,839,375	5.78 %







The direct interests of directors in the issued share capital of Zenith Bank Plc as recorded in the register of directors' shareholding and/or as notified by the directors for the purposes of sections 275 and 276 of the Companies and Allied Matters Act (CAMA) and the listing requirements of the Nigerian Stock Exchange is as follows:

Directors' shareholding					
Interests in shares		Number of Shareholding			
Director	Designation	31 Dec 2016	31 Dec 2015		
Mr.Jim Ovia, CON.	Chairman/ Non-ExecutiveDirector	2,946,199,395	2,946,199,395		
Mr.Peter Amangbo	GroupManagingDirector/CEO	5,000,000	5,000,000		
Sir Steve Omojafor	Non-ExecutiveDirector	4,768,836	4,768,836		
Mr.Babatunde Adejuwon	Non ExecutiveDirector	3,752,853	3,752,853		
Alhaji Baba Tela	Non ExecutiveDirector/ Independent	250,880	250,880		
Mr.Gabriel Ukpeh	Non-ExecutiveDirector/Independent				
Prof. Chukuka Enwemeka	Non-ExecutiveDirector	127,137	127,137		
Mr.Jeffrey Efeyini	Non ExecutiveDirector	541,690	541,690		
Prof.Oyewusi Ibidapo-Obe	Non ExecutiveDirector/ Independent	267,856			
Ms. Adaora Umeoji	DeputyManagingDirector	31,620,141	26,620,141		
Mr.Ebenezer Onyeagwu	Deputy Managing Director	3,106,918	2,500,000		
Mr.Oladipo Olusola	ExecutiveDirector	2,000,000	2,000,000		
Mr. Umar Ahmed	Executive Director	1,133,927	-		

Board of directors & board structure

ZENITH

The highest governance body of the Bank is the Board of Directors, set up by the shareholders at the General Meeting. The Board has the overall responsibility for setting the strategic direction of the Bank and ensuring Senior Management oversight. It also ensures that good Corporate Governance processes and practices are implemented across the Zenith Bank Group. The Board is the highest governance body that sets the Bank's purpose, values and strategy.

The Board consists of persons of mixed personages, diverse discipline and skills, chosen on the basis of professional background and expertise, business experience and integrity as well as knowledge of the Bank's business.

Directors are fully abreast of their responsibilities and are therefore able to exercise good judgment on issues relating to the Bank's business. They have on the basis of this acted in good faith with due diligence and skill and in the overall interest of the company and relevant stakeholders.

In the period under review, the Board was made up of a Non-Executive Chairman, five (5) Non-Executive Directors and five (5) executive Directors, including the Group Managing Director/Chief Executive (GMD/CEO). Three (3) of the Non-Executive Directors are independent directors, appointed in compliance with the Central Bank of Nigeria's (CBN) circular on Appointment of Independent Directors by Banks.

The Group Managing Director/Chief Executive is responsible for the day to day running of the Bank and oversees the group structure, assisted by the Executive Committee (EXCO). The EXCO comprises the Executive Directors, the Deputy Managing Directors and the Group Managing Director/Chief Executive, who chairs it.



As at year end 2016, we had 11 members constituting our Board of Directors following the retirement of two non-executive directors in April 2016 and the appointment and approval of a new Executive Director in October 2016. Also in October 2016, two executive directors were appointed Deputy Managing Directors and were duly approved by the Central Bank of Nigeria. The restructure is part of our growth strategy to remain a dominant brand in Africa's financial services industry.

Membership of the Board during the year is as follows:

Membership of the Board during the year is as follows:					
S/N	NAME				
1	Mr. Jim Ovia	Chairman			
2	Alhaji Baba Tela	Ind. NED			
3	Mr. Jeffrey Efeyini	NED			
4	Prof. Chukuka S. Enwemeka	NED			
5	Prof. Oyewusi Ibidapo-Obe *	Ind. NED			
6	Mr. Gabriel Ukpeh *	Ind. NED			
7	Ms. Adaora Umeoji **	DMD			
8	Mr. Ebenezer Onyeagwu **	DMD			
9	Mr. Olusola Oladipo	ED			
10	Mr. Umar Shuaib Ahmed ***	ED			
11	Mr. Peter Amangbo	GMD/CEO			
(*)	Sir. Steve Omojafor	NED			
(*)	Mr. Babatunde Adejuwon	NED			
*	Appointed to the Board with effect from February 24, 2016.				
**	Appointed Deputy Managing Director (DMD) by the Board, with effect from October 19, 2016 and approved by the Central Bank of Nigeria (CBN) on October 28, 2016.				
***	Appointed Executive Director (ED) by the Board, with effect from October 19, 2016 and approved by the Central Bank of Nigeria (CBN) on October 28, 2016.				
(*)	Retired from the Board with effect from April 6, 2016.				
Ind. NED	Independent Non-Executive Director				
NED	Non-Executive Director				

COMPOSITION OF BANK'S GOVERNANCE BODIES BY GENDER					
AS AT YE	AR END 2016				
GENDER	Total	%			
FEMALE	1	9.1			
MALE	10	90.9			
Total	11	100			
COMPOSITION OF BANK'S GOV YEAR	VERNANCE BODIE END 2016	S BY AGE AS AT			
		%			
YEAR	END 2016				
YEAR AGE GROUP	END 2016				
YEAR AGE GROUP Under 30	END 2016 Total	%			
AGE GROUP Under 30 30 - 50	Total 3	27.3			

The Board meets at least every quarter but may hold extra-ordinary sessions to address urgent matters requiring the attention of the Board.

On gender composition, we had ten male and one female in our board of directors in the year under review, representing 10% female and 90% male. Also in the year under review, three board members were in the age group 30-50 years; eight were over 50 years. There were no persons under the age of 30 in the Bank's governance bodies in 2016.

Biographical details of the Directors can be found in the Bank's website on www.zenithbank.com.

Board Committees

The Board carries out its oversight functions using its various Board Committees. These Committees have well-defined terms of reference, scope of responsibilities and Charters in such a way as to avoid overlap or duplication of functions. This makes for efficiency and allows for deeper







attention to matters that concern the institution. The Charters are forwarded to the Central Bank of Nigeria (CBN) for approval in line with extant CBN circulars.

The Committees of the Board meet quarterly, but may hold extraordinary sessions as business of the Bank demands.

Some of these standing committees include the Board Credit Committee; Board Audit & Compliance Committee; Board Governance, Nominations and Remuneration Committee; Finance & General Purpose Committee; and the Board Risk Management Committee. The Board Risk Management Committee for example has oversight responsibility for the overall risk assessment of various areas of the Bank's operations and compliance. The Chief Risk Officer, the Chief Inspector and the Chief Compliance Officer have access to this Committee and make quarterly presentations for the consideration of the Committee. Chaired by Prof. Chukuka Enwemeka (a non-executive director), the Committee's membership comprises Mr. Jeffrey Efeyini, Mr. Gabriel Ukpeh, Mr. Ebenezer Onyeagwu, Mr. Peter Amangbo, and Mr. Babatunde Adejuwon.

The primary responsibilities of the Committee are to ensure that sound policies, procedures and practices are in place; that bank-wide risk management framework is in place and enforced; and to report the committee's activities to the Board of Directors.

E&S governance

The Bank has a Corporate Sustainability and Responsibility Unit with the responsibility of driving the sustainability, environmental and social policies, standards and practices of the bank, as well as advising executive management and relevant board committees on best sustainability practices and regulatory expectations. The Unit reports to the executive management through an Assistant General Manager and a line Executive Director. The Bank also has a Sustainability Implementation and Reporting Committee and a Sustainability Champions' Group made up of representatives from all the departments and business units of the Bank.

The Board Risk Management Committee of the Bank is responsible for overseeing the Bank's overall Sustainability and E&S risk issues, including decision making on the policies and processes that govern environmental and social issues within the institution. The Corporate Sustainability & Responsibility Unit of the Bank sends bi-annual report to the Board on status, issues and progress through this Board Committee and the Bank's Secretariat/Legal Adviser.







Business Focus



enith Bank is a commercial bank with authorization to operate foreign subsidiaries. Our business activities include corporate banking, retail banking, pension and custodian services and international subsidiary businesses.

a. Corporate and retail banking services

Our corporate and retail banking business provides a broad range of banking products and services to a diverse group of corporations, financial institutions, investment funds, governments and individuals. These business activities are conducted through the following business units:

- Institutional and investment banking
- Corporate banking
- Retail banking
- Public sector banking

The Institutional and Investment Banking Unit (the "IIBU") manages the Group's business relationship with other banks, financial institutions, multilateral agencies, securities houses, insurance companies, asset management companies and other non-bank finance companies, private



equity and venture funds.

The Corporate Banking Strategic Business (CBSBU) offers a wide range of services to multinationals, large local conglomerates and corporate clients with the following sub-units:

- Transport and Aviation
- Conglomerates
- Breweries and Beverages
- Oil and Gas
- Power and Infrastructure and
- Construction

The Retail Banking Unit (the "RBU") focuses on all small and medium enterprises (SMEs), commercial businesses and consumer businesses which comprise of personal current and savings accounts customers and all unincorporated entities (such as societies, clubs, churches, mosques, amongst others). The Group's deposit liability creation efforts aim to win and retain a collection of retail businesses. Services offered include savings and transactional accounts, mortgages, personal loans, debit cards and credit cards. Loans and advances in the forms of overdrafts, import finance lines, term loans and leases are extended to the RBU customers, especially those involved in the sales and distribution of fast moving consumer goods, and key distributors to major manufacturing companies.

The Group offers a wide range of generic banking services and products to meet the needs of the custom-

ers in this sub-sector. These include various lending and deposit products such as working capital lines (overdraft, invoice discounting, invoice/contract financing, stock financing, amongst others), lease finance lines, Bonds and Guarantee lines, current account, domiciliary accounts and fixed deposit accounts. Ancillary services rendered to this sub-sector include local drafts issuance, local inter/intra bank funds transfers, payroll services, bill payments, safe custody, duty/tax payments, remittances, and so on. The massive deployment of ATM and POS terminals across the network in recent times is to effectively service this segment of the market.

The personal banking products and services range from standard to specialized savings, current domiciliary and investment accounts modified to meet the needs of individuals in different strata of the society. Examples of such specialized products are the Zenith Children Accounts (ZECA), Zenith Mutual Funds Account, among others.

The sub-group also offers credit products, including personal loans, advances, mortgages, asset finance, small business loans, and credit cards. E-business products offered include internet banking and mobile banking.

The Public Sector Group (PSG) provides services to meet the banking needs of all tiers of government (federal, state and local governments), ministries, departments and agencies, not-for-profit organizations, embassies and foreign missions. The focus of the PSG business is all insti-



tutions operating under the auspices of Government, including within the executive, legislative and judiciary branches, and at the Federal, State and/or Local Government levels. Some of the products and services offered to the public sector include revenue collections, cash management, deposit and investment, electronic payroll systems, offshore remittances and foreign exchange, and project finance.

b. Pension and custodial services

The Group's pension custodian services business is conducted through Zenith Pension Custodians Limited ("Zenith Pensions") which offers pension management and custodian services to pension funds administrators (PFAs). As at 31 December, 2016, total funds under its custody amounted to approximately N2,362 billion. Zenith Pensions has 83 funds under its custody, shared among five open pension fund administrators and three closed pension funds administrators. The main service offerings provided by Zenith Pensions include collecting pension contributions, paying beneficiaries from their respective retirement savings accounts, safekeeping of assets, managing real estate assets of the funds under its custody and the settlement of transactions in financial investments such as equities, bonds and treasury bills. Zenith Pensions also provides administrative and recordkeeping services to the funds under its custody.

In addition to our expanding foreign subsidiaries, we remain committed to consolidating our position as a leading financial services provider in Nigeria. Our Nigerian branch network has expanded exponentially, from about 100 in 2004 to about 358 as at December 2015.

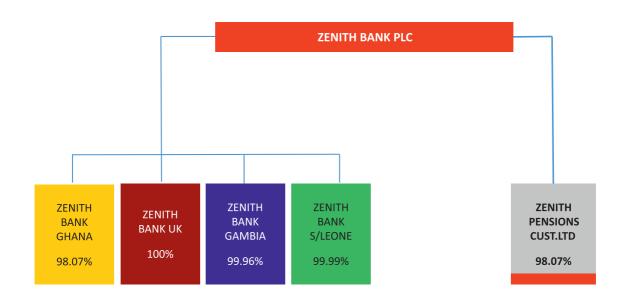
In managing our different local and international business units, and our products and services offerings, we have continuously improved on our stakeholders' engagement policies and practices, soliciting feedback and addressing their concerns. We ensure that we observe the corporate laws and regulations in the different societies where we operate, benchmarking global best practices in our customers, employees, investors and communities' relations

c. International subsidiaries

Zenith Bank plc is part of the Zenith Bank Group with controlling interest in a number of banking and nonbanking subsidiaries in Nigeria, Africa and Europe. The Group's overseas subsidiaries carry out banking operations, providing traditional banking products and services tailored to meet the needs of those customers who are either located in countries where the subsidiaries are based or who have a business presence in such locations. The following chart shows the subsidiaries' structure of the Group as at the end of the 2016 financial year.

Each of the Group's overseas subsidiaries acts as intermediary between the financially surplus and deficit units in their locations, offering a wide range of products and services to attract deposits and extend loans and advances. The following are specific services provided by the Group's overseas subsidiaries:

ZENITH BANK GROUP AS AT DECEMBER 31, 2016



Our Branches, Subsidiaries and Business Offices				
Federal Republic of Nigeria banking operations	367			
Federal Republic of Nigeria off-site locations	220			
Federal Republic of Nigeria Non-banking operations	1			
Republic of Ghana	25			
United Kingdom	2			
Sierra Leone	4			
The Gambia	4			
South Africa Representative Office	1			
China Representative Office	1			

Zenith Bank UK Limited ("Zenith UK") leverages trade and investment flows between Nigeria and Europe to provide intermediary banking services which include post shipment finance, back to back letters of credit, standby letters of credit and contract guarantees. Zenith UK also

provides facilities for working capital and capital expenditure directly to Nigerian borrowers through participation in syndicated loans.

The subsidiary acts as the contact point for correspondent banking relationships with Nigerian and other West African banks by providing facilities for letter of credit confirmation and treasury products. The operational mandate of Zenith UK also enables it to source deposits from institutions such as parastatals, corporate and institutional counterparties to support its funding needs. Through effective treasury management, Zenith UK trades in

fixed income instruments which include government and institutional bonds and certificates of deposit. Zenith UK also has a wealth management unit which is dedicated to offering long term investment advisory and wealth management solutions to its customers.





Zenith Bank (Ghana) Limited, Zenith Bank (Sierra Leone) Limited and Zenith Bank (The Gambia) Limited (the "West African Subsidiaries"), are the Group's banking subsidiaries within the West African sub-region which provide comprehensive trade services to major global

Zenith Bank Ghana THE THE WAR

corporations and medium sized enterprises operating in the region.

We also have representative offices in South Africa and China.

In January 2016, Zenith Bank UK opened a branch in Dubai, United Arab Emirate, in line with our global expansion drive.

In the years ahead, our expansion within the African continent and the West African Sub-region will be propelled by the planned integration of African economies under the proposed African Union (AU), and the Economic Community of West African States (ECOWAS). These provide a unique opportunity for the bank to build a strong banking franchise supported by its size, experience, local and regional expertise.

Product & service innovation

In the highly competitive global market where we play and aspire to lead, product and service innovation remains the key to strong competitiveness. We are constantly looking for new ways to serve existing customers better and attract new prospects.

We are expanding our retail market to be able to reach more of Nigeria's burgeoning youth market and the huge unbanked and semi-banked population. Reaching these segments of the Nigerian market means deploying innovative products and services that they would find attractive and value-adding. The social media and our *ZenithDirect* have been highly effective channels in this regard.













In the year under review, we used our *ZenithDirect* platform to drive retail marketing, especially in the effort to reach the huge unbanked and semi-banked population in Nigeria. Account opening services were offered using our Unstructured Supplementary Service Data (USSD) and online platforms. This allowed customers the opportunity to open accounts on the go.

In April 2016, we officially flagged off our Digital Marketing Department and expanded our social media reach, providing more e-channels for customer engagement and resolution of queries.

Our diverse social media platforms (including twitter, Facebook, Instagram, linkedIn, Google+, YouTube, among others) were also used to sell our zero-balance account products (individual accounts); create mass awareness on the ease and benefits of USSD banking; advertise our online account opening offers; and drive financial literacy

among the unbanked population.

As part of our open communication channels with customers and other stakeholders, we deployed several self-help service platform using mostly e-channels. These self-services include card deactivation and reactivation, internet banking password reset, account update requests through ATMs, among others. We upgraded our internet banking service and introduced several new features that have improved our customer experience. We streamlined our internet log-in parameters for simpler, easier access and expanded the bills payment and merchant options.

Also within the year, we automated the process through which customers could change their mailing address for pre-existing card orders. We also deployed a mobile version of our website, with a plan to unveil a responsive version that could fit into any electronic de-



vice (laptops, iPad, mobile phones, and e-kiosks, among others) in the next few months.

Supply Chain

In line with our enduring support for local businesses, we continued to source our products and services from local vendors spread across the country, to meet our increasing and diverse operational needs. Some of the major items sourced from vendors, suppliers and contractors during the year include office stationeries, computers and accessories, software, office furniture and equipment, office electronics, building and construction

materials, electronic banking equipment, training and capacity building services, and so on.

Over 90 percent of the total procurement budget of the Bank was committed to locally sourced materials procured through local suppliers. This is in the effort to empower local businesses while also significantly cutting down on travel time in products sourcing and delivery. This has helped to reduce our greenhouse gas emission.

In 2016, Zenith Bank maintained commercial ties with over 400 suppliers and vendors, creating increasing economic value in the process. From N87.1 billion as at 2015, our vendors, suppliers, and local service providers received economic value of N91.77 billion from our transactions with them in 2016, an increase of 5.37 percent.

As part of our strategy to optimize our supply chain, we continue to strengthen our criteria for selecting, evaluating, approving and managing our suppliers to guarantee the quality of products and services as well as the reliability and sustainability of the entire chain.

To improve environmental and social responsibility in our value chain, we have integrated the UNGC's basic pillars (human rights, labor, environment, and anti-corruption) into our supply chain management practices. We hope to further strengthen sustainable practices in our supply chain by setting clearly defined expectations and putting structures in place to enforce and monitor them. Our strategy is to develop a 'green supply chain' policy anchored on well communicated baseline performance targets. This will provide us a common framework for evaluating and monitoring progress over time.

As we keep enhancing our sustainability performance, we will engage our suppliers even more proactively with a view to pruning out the weak links. Our goal is to extend our Service Level Agreement and Supplier Code of Conduct to all our major suppliers and vendors by 2018. This would spell out acceptable environmental, human rights, labor and diversity management practices. It will also obligate our suppliers to adhere to set standards, obtain their products from renewable and responsible sources, and through environmentally friendly processes. We will ensure effective monitoring and set compliance as precondition for (future) partnership renewals. We also plan to train our suppliers, vendors and contractors on



our E&S policies and how these would affect the terms and conditions of our partnership going forward.

We will continue to ensure that our suppliers and other service providers take all necessary steps to adopt environmentally friendly policies, within their area of influence, in performing their obligations to us, and avoid any action that may damage our reputation.

In addition to our commitment to deploying the basic requisite tools to capture, measure and monitor our footprint and that of our suppliers, we will ensure that all contracts carry E&S conditions.

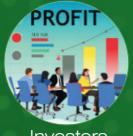
There were no significant changes in our supply chain resulting from the structure and membership of our Board and Executive Management in the year under review.



Emploees



Customers



Investors



Suppliers



Media



Host Communities



Government



Regulators





Our STAKEHOLDERS

At Zenith Bank, we understand that a variety of perspectives are relevant to the success of our business strategy. As such, our regular and continuous engagement with stakeholders provides us with valuable viewpoints that help shape our approach towards attaining our corporate goals and objectives.



Engagment with Stakeholders



ur stakeholders are those individuals, groups and institutions that have significant impact on the attainment of our business goals and objectives, and are affected by our operational activities and business decisions. These entities include our employees, customers, shareholders and investors, government/regulators, host communities, suppliers/vendors, and the media. As a responsible corporate citizen in the financial services industry, we place our stakeholders at the very core of our goals and objectives, working to create optima value and improve their overall wellbeing.

Stakeholders' mapping

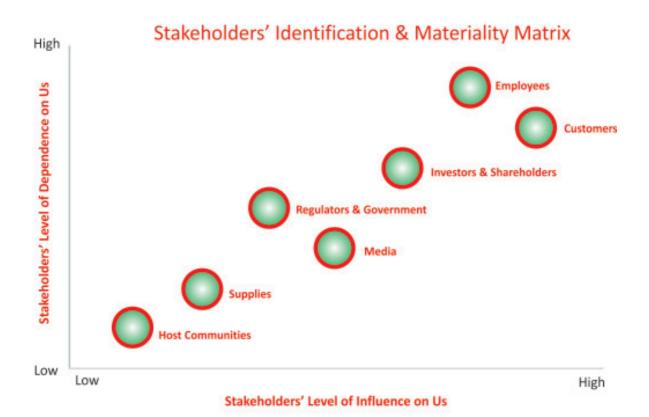
The identification of our major stakeholders is determined by the level of influence they have on our business objectives, and the extent of their dependence on us. We believe that our business is strengthened and sustained by our level of engagement with the various stakeholders within the industry and communities where we operate. By ac-

curately mapping these stakeholders, we are able to identify and prioritize those individuals and entities with the highest influence on our goals and objectives and engage them optimally, for our mutual benefit. This formed the basis of our engagement with these entities in the 2016 financial year.

At Zenith Bank, we understand that a variety of perspectives are relevant to the success of our business strategy. As such, our regular and continuous engagement with stakeholders provides us with valuable viewpoints that help shape our approach towards attaining our corporate goals and objectives. Also, by proactively engaging them, we are able to identify, understand and respond to the legitimate concerns they raise. This approach helps us achieve far greater positive impact on the economy, natural environment and the society.

Because of the diversity of our stakeholders, we have several channels through which we elicit and receive feedbacks. These channels and frequency of engagement are tabulated (see table).







Channels &	Frequency of Stakeholders' Engage	ments
Stakeholders	Methods/Channels of Engagement	Frequency of Engagement
Employees	 GMD/CEO's Address Management Meetings Briefings Heads of Operations Seminar Monthly Performance Reviews Trainings Intranet Customer Service Operations Seminar Zenith Summit Zenith Forum Exit Interview Report Performance Appraisal Interview 	 Annually Weekly Bi-Annually Monthly Quarterly Continuously Annually Quarterly Annually As the need arises Bi-annually
Customers	 Communication by e-mails/ SMS Branch network Promo, Adverts on Media Relationship Managers' Visits Customers' Satisfaction Surveys Zenith Direct, a dedicated 24/7 Customer Service Centre Social media channels such as Facebook, Twitter, Instagram, amongst others. 	
Investors/ Shareholders	 Corporate actions Investors' Conference calls Investors Bulletin/presentations Annual General Meetings Extraordinary General Meetings Dedicated Investors' Relations Desk 	QuarterlyBi-AnnuallyQuarterlyAnnuallyAnnuallyContinuously
Regulators & Government	 Pre-examination meetings One-on-one consultations Email exchanges and Letters Periodic meetings to address issues that arise during the course of engagement Phone Calls Compliance Reporting Performance reports (audited & unaudited) 	 As the need arises As the need arises Continuously As the need arises Continuously As the need arises Annually & quarterly
Host Communities	 Corporate Social Responsibility fora Strategic Collaborations Town hall meetings Community development Committees 	As the need arisesContinuouslyAs the need arisesAs the need arises
Suppliers	 Letters and phone calls Vendor management processes Meetings A dedicated Desk On-site visits and inspections 	 Continuously Continuously As the need arises Continuously As the need arises
Media	 Media briefings Press releases Results announcements Senior Management Interviews electronic portals and official website 	 As the need arises

Stakeholders' key issues and concerns

We engage our stakeholders proactively with a view to continually improving on our product and service delivery, meeting their expectations, and achieving our sustainability objectives. We are committed to ensuring continuous stakeholder engagement, and have integrated this as a core component of our business strategy.

In the table below, we identified who our key stakeholders are, the mediums through which we engaged them, and the key concerns they raised during the financial year 2016, as well as our responses to these issues.

Stakeholders	Key Concerns	Management responses to concerns
Employees	 Remuneration Promotions Training and development Work/life balance 	 Despite, the challenging economic environment in 2016, we maintained a remuneration package that is competitive in the industry. Deserving staff were rewarded based on productivity. Zenith Bank has upgraded the Learning Management Department to a Learning Centre with state-of-the-art facilities to train and retrain staff. In 2016, in addition to our in-house computer based trainings, a total of 5,433 out of 5970 employees were trained over a period of 194,652 cumulative hours. This number represents 91 percent of our total workforce.
Customers	 ATM Dispense error and network hitches BVN registration hitches /discrepancies Airtime purchase and Instant transfer failures Unavailability of forex for FX related transactions. Cancellation of International transactions on our local cards 	 Zenith Bank has put in place a mechanism that allows instant reversal of failed transactions on Zenith ATMs are resolved or within 24hours. Dispense errors involving other bank ATMs are settled within 5-7 working days. Customers are advised along these lines and a time frame for resolution is communicated. Feedback is also provided accordingly when resolved. BVN update forms were sent out monthly to enable customers who registered with other banks, update their accounts with the BVN information. Self-service channels for BVN update were deployed. Similarly, Instant transfer disputes are resolved by liaising with our designated support teams who then contact the third party banks, where applicable, to ascertain the status of transfer. Feedback is provided to the customer at every stage resolution.

Investors Financial performance We are committed to delivering Return on investments excellent performance that guarantees optimal returns for our shareholders. Our key strategies remain, delivering superior customer service experience, operational efficiency and strategic business focus that translates to exceptional performance. We release quarterly financial performance communications to Investors & Analysts. Regulators Banking reforms, effective The bank remains fully committed to and risk management and ensuring strict compliance with industry regulations and guidelines. government systemic risk prevention lending to the real sector, In 2016, the bank sustained its support for especially SMEs government's efforts at improving the Anti-corruption and Money socio-economic condition of the citizenry; Laundering with a promise of increased lending to, and Financial Inclusion support for small and medium scale businesses. We actively support the government's fight against corruption and regulators' efforts at curbing money laundering. In 2016, a total of 3,923 employees, representing 65.7% of total staff strength, received training on anti-corruption. We will continue to cooperate with authorities at local and national levels to end the vice. We remain committed to ensuring the financial inclusion of the economically disadvantaged groups Host We continue to take into consideration, Communities Environmental and social the environmental and social impact of our footprints activities; with the aim of reducing our Youth (un)employment and negative footprints. We will continue to capacity building implement procedures and adopt innovations that would enable us achieve this objective. We continue to support our host communities by creating employment opportunities and providing facilities that impact positively on their overall wellbeing.

Suppliers

- **Price** reviews/negotiations
- Payment cycle
- Adherence to signed **SLAs**
- F&S risks considerations
- We recognise the challenging economic environment that our suppliers operate in. As such, we will continue to approach price reviews/negotiations in a mutually beneficial manner.
- In addition, we remain committed to further shortening our already competitive payment cycle to smoothen the operations of our suppliers, vendors and contractors. Our payment structures are being reviewed to achieve this, with focus on improved automation of the processes
- Our resolve to enforce all service level agreements reached with our vendors to ensure E&S compliance remain unwavering. We will provide specific guidelines and standards for suppliers to check the quality of products supplied, as well as conduct supplier risk assessments, when necessary.

Media

- Effective feedback
- Social Media presence
- To ensure that Zenith Bank is represented accurately on both conventional and social media, we remain committed to sustaining existing cordial relationship with the press. We also recognize that a strong social media presence will support our retail banking strategy, as well as our overall marketing and brand recognition goals.

Investors and shareholders

Zenith Bank maintains effective communication with its shareholders and investors. Our goal is to ensure transparency and elicit feedback for improved performance and return on investment. Apart from our annual report and accounts, proxy statements and formal shareholders' meetings, we maintain a rich website (with suggestion boxes) that provide information to shareholders on a wide range of issues. We also publish online quarterly report in line with the disclosure requirements of the Nigeria Stock Exchange.

The Bank has an Investors Relations Unit which holds regular forum to brief stakeholders on our operation and how it affects them. The Unit functions as advisers and





relays to the shareholders useful information about the Bank.

We also, from time to time, hold sessions with market operators (stockbrokers, dealers, institutional investors, issuing houses, and stock analysts - mainly through investors' conferences) to update them on the state of our business. We regularly brief regulatory authorities and file statutory returns, which are also made available to our shareholders.























A Economic Performance

t Zenith Bank, our goal is to create sustainable economic value for all stakeholders colleagues, customers, shareholders and investors, local communities and the larger society.

Zenith Bank's strong commitment to people, technology and service has propelled our progress in this regard, helping us maximize wealth creation for the benefit of all. Our aim is to remain one of the most profitable institutions in Nigeria and to sustain our status as the largest bank in Tier 1 capital and total assets. These competitive advantages would enable us create wealth for our stakeholders and improve on our balanced performance scorecard economy, society and the environment.

Financial scorecard

In spite of the headwinds in the financial year 2016 occasioned by Nigeria's first economic recession in 29 years, Zenith Bank posted a better-than-expected performance as gross earnings hit N507 billion in 2016, up from N432 billion recorded in 2015, representing a 17.5 percent rise. Similarly, Profit after tax rose by

22.9 percent, from N105 billion in 2015 to N129 billion in 2016. Total assets also surpassed initial projections (N4.2 trillion) to reach a record N4.7 trillion in 2016, from about N4 trillion reported in 2016.

Direct economic value created and distributed

The Bank maintained superior growth in total share-holders' funds, which nudged higher by 18.5 percent to close at N704 billion in 2016, up from N594 billion in 2015. This has strategically positioned the Bank as the largest financial service provider in the country by tier-1 capital and one of the biggest financial institutions in Africa.

The Group's operating costs increased slightly from N89.9 billion in 2015 to N94.37 billion in 2016, representing a 5 percent growth. In addition, profit before tax rose sharply by 24.8 percent to N156 billion in 2016, up from N125 billion recorded in the 2015 financial year. This is evident in our Earnings Per Share (EPS), which has sustained a positive growth trajectory, from N3.36k per share reported in 2015 to N4.12k per share as at 2016, a 22 percent gain (see abridged financial extract).

A five-year comparison of our economic value creation shows a 139 percent increase in tax payments to



Highlights of the Group's operating results (extract) for the year under review are tabulated below:

Interest and similar knoome (14.3%) (12.58) (13.190) (14.98) (13.190) (14.98) (14.98) (13.190) (14.98) (14.98) (13.190) (14.98) (13.190) (14.98) (14.98) (13.190) (14.98) (14.98) (14.98) (13.190) (14.98) (14	ZENITH	Ze	nith Hei			TH BANK PLC se Adeogun Street, Victoria Island.	Lagos			
The directory process the surrouply shoused information and design companies to proper the "Group" but the year ended 21 December 2016. These control and surrouply review of the Section of the Section Section of the Section Sectio	SUMMARY									
## Commission of Naviral mellions of Naviral m	The directors present the summary financial information of 3 full financial statements for the year ended 31 December 20 to delivered to the Corporate Affairs Commission within the	Zenith Bank P	ic and its sub title full finar	sidiery comp	sanies (toget) ints of the Gn	her the "Group") for the year ended 31 December 2016 oup and the Bank. The full financial statements, from w	These summar	sary financial is	nformation wer	e derived, w
for multicons of Nativa for coses earnings 507,907 422,535 454,806 306,835 interest and strinker income 308,557 368,779 325,586 308,507 368,779 325,586 308,507 368,779 325,586 Assists supernose with central banks 600,056 761,561 627,386 Assists supernose with central banks 600,056 761,561 627,581 427,585 Deferrod the complete banks 602,560 8,461 622,567 Assists supernose with central banks 600,056 761,561 627,5	CONSOLIDATED AND SEPARATE STATEMENTS OF PROFIT	OR LOSS AN	DOTHER CO	MPREHENSI	VE INCOME	CONSOLIDATED AND SEPARATE STATEMENT	S OF FINANCI	AL POSITION		
for multicons of Nativa for coses earnings 507,907 422,535 454,806 306,835 interest and strinker income 308,557 368,779 325,586 308,507 368,779 325,586 308,507 368,779 325,586 Assists supernose with central banks 600,056 761,561 627,386 Assists supernose with central banks 600,056 761,561 627,581 427,585 Deferrod the complete banks 602,560 8,461 622,567 Assists supernose with central banks 600,056 761,561 627,5	FOR THE YEAR ENDED 31 DECEMBER 2016	Group	Group		Bank	AS AT 31 DECEMBER 2016	Group	Group	Bank	Bani
Section Sect	In millions of Naira	2016	2015	2016	2015	In millions of Naira	2016	2015	2016	201
Interest and durinist recome (14.07.97) (23.557) (33.174.19) (14.07.97) (23.557) (33.174.19) (14.07.97) (23.557) (33.170.19) (14.07.97) (23.557) (33.170.19) (14.07.97) (23.557) (33.170.19) (14.07.97) (23.557) (33.170.19) (14.07.97) (23.557) (33.170.19) (14.07.97) (23.557) (33.170.19) (14.07.97) (23.557) (33.170.19) (14.07.97) (23.557) (33.170.19) (14.07.97) (23.557) (33.170.19) (14.07.97) (23.557) (33.170.19) (14.07.97) (23.557) (33.170.19) (14.07.97) (23.557) (33.170.19) (14.07.97) (23.557) (33.170.19) (14.07.97) (23.557) (33.170.19) (14.07.97) (23.570.19) (14.07.97) (23.570.19) (14.07.97) (23.570.19) (14.07.97) (23.570.19) (14.07.97) (23.570.19) (14.07.97) (23.570.19) (15.07.97) (23.570.19) (16.07.97) (23.570.19)		507 007	412 515	454 000	396 653					
Indicated and similar expenses (144, 378) (122.6971 131,910) (114,935) (122.6971 131,910) (122.6971 131,910) (114,935) (122.6971 131,910) (114,935) (122.6971 131,910) (114,935) (122.6971 131,910) (114,935) (122.6971 131,910) (114,935) (122.6971 131,910) (114,935) (122.6971 131,910) (114,935) (122.6971 131,910) (114,935) (122.6971 131,910) (114,935) (122.6971 131,910) (114,935) (122.6971 131,910) (114,935) (122.6971 131,910) (122.6971 131,910) (122.6971 131,910) (122.6971 131,910) (122.6971 131,910) (122.6971 131,910) (131,910) (122.6971 131,910) (131,910) (122.6971 131,910) (131,910) (122.6971 131,910) (131,910) (122.6971 131,910) (131,910) (122.6971 131,910) (131,910) (122.6971 131,910) (131,910) (122.6971 131,910) (131,910) (122.6971 131,910) (131,910) (122.6971 131,910) (131,910) (122.6971 131,910) (131,910) (122.6971 131,910) (131,910) (122.6971 131,910) (131,910) (122.6971 131,910) (131,910) (122.6971 131,910) (131,910) (122.6971 131,910) (131,910) (122.6971 131,910) (131,910) (122.6971 131,910) (131,910) (122.6971 131,910) (131,910) (122.6971 131,910) (131,910) (131,910) (122.6971 131,910) (131,910) (131,910) (122.6971 131,910) (131,910) (131,9										735,94
Not interest income 240,179 224,582 211,664 202,485 202,4										330,90
Impairment loss on financial assets 32,360 (15,673) (25,256) (11,091) International assets 19,478 (21,141 118,622 118,331 191,332										264,32
Impairment loss on financial assets 32,250 (15,673) (25,595) (10,901) (15,673) (25,595) (10,901) (15,673) (25,595) (10,901) (15,673) (25,595) (10,901) (15,673) (25,595) (10,901) (15,673) (25,595) (10,901) (15,673) (15,673) (25,595) (10,901) (15,673) (15,67	Net interest income	240,179	224,582	211,646	202,483					266,89
Not interest income after impariment loss on Innancial assets (1994,78) 213,141 118,622 (Innancial assets (1994,78) 213,141 118,14										8,48
Intrancial assests Fea and commission income Fear and commission income Fear and commission income Fear and commission income Fear and commission of intangities assets Fear and commission of property and equipment Fear and Commission of Property and Comm		(32,350)	(15,673)	(26,295)	(11,091)					
Figure F							199,478	213,141		150,72
Trading income								-	33,003	33,00
Other income							Support 5		-	9
Share of profit of associates										5,13
Depreciation of property and equipment (8,679) (2,188) (8,684) (8,475) (1,129) (1,375) (1,279) (1,375) (1,		26,598		27,235	11,037					21,67
Amortsation of intangible assets (1,435) (1,239) (1,379) (1,129) (1,379) (1,129) (1,239) (1,379) (1,129) (1,23		-			-					81,18
Personnel expenses (80,042 67,522) (62,235) (62,428) (62,428) (63,472) ((9.679)	(9,188)	(8,664)	(8,472)	Intangible assets	4,645	3,240	3,903	2.75
Descripting expenses 194,385 68,928 84,402 18,3377 18,		(1,435)	(1,239)						3000	
Profit before income tax	Personnel expenses	(69,042)	(67,522)	(62, 236)	(62,428)	Total assets	4,739,825	4,006,842	4,283,736	3,750,32
Profit affect income tax income tax income tax income tax expense (27,096) (19,953) (20,842) (16,436) (20,642) (16,436) (27,096) (19,953) (20,642) (16,436) (27,096) (19,953) (20,642) (16,436) (27,096) (19,953) (20,642) (16,436) (27,096) (19,953) (20,642) (16,436) (27,096) (19,953) (20,642) (16,436) (27,096) (27,0	Operating expenses	[94,365]	(89,928)	(84,402)	(83,377)					
Income tax expense (27.096) (19.953) (20.642) (16.436)										
Profit affer tax 129,652 105,663 119,285 98,784 Other comprehensive income: Barns that will never be reclassified to profit or loss: Fair value movements on equity instruments faces as that are or may be reclassified to profit or loss: Foreign currency translation differences for through prevailable to comprehensive income for the year 30,874 (1.115) 6.635 (1.752) 6.635 (1.		156,748	125,616							
Profit after tax 129,652 105,663 119,285 98,784	Income tax expense	(27.096)	(19,953)	(20,642)	(16,436)					38
Other comprehensive income: Comparison							8,953	3,579	6,927	2,53
Other comprehensive income: terms that will never be reclassified to profit or loss: Fair value movements on equity instruments flows that will never be reclassified to profit or loss: Fair value movements on equity instruments flows that will never be reclassified to profit or loss: Fair value movements on equity instruments flows that will never be reclassified to profit or loss: Foreign currency translation differences for foreign operations Other comprehensive income for the year 166,626 104,548 125,921 97,032 Total comprehensive income for the year 166,626 104,548 125,921 97,032 Total comprehensive income for the year 166,626 104,548 125,921 97,032 Total comprehensive income attributable to: Equity holders of the parent 129,434 105,031 119,285 98,784 Non-controlling interest 963 593 106,353 106 Foreign comprehensive income attributable to: Equity holders of the parent 166,236 104,467 125,921 97,032 Foreign comprehensive income attributable to: Equity holders of the parent 166,236 104,467 125,921 97,032 Foreign comprehensive income attributable to: Equity holders of the parent 166,236 104,467 125,921 97,032 Foreign comprehensive income attributable to: Equity holders of the parent 166,236 104,467 125,921 97,032 Total inholities and equity 4,739,825 4,086,842 4,283,736 3,186 Foreign currency translation: Equity holders of the parent 166,236 104,467 125,921 97,032 Total inholities and equity 4,739,825 4,086,842 4,283,736 3,186 Foreign currency translation: Equity holders of the parent 166,236 104,467 125,921 97,032 Total inholities and equity 4,739,825 4,086,842 4,283,736 3,186 Foreign currency translation: Equity holders of the parent 166,236 104,467 125,921 97,032 Total inholities and equity 4,739,825 4,086,842 4,283,736 3,186 Foreign currency translation: Equity holders of the parent 166,236 104,467 125,921 97,032 Total inholities and equity 4,739,825 4,086,842 4,283,736 3,186 Foreign currency translation: Equity holders of the parent 166,236 104,467 125,921 97,032 Foreig	Profit after tax	129,652	105,663	119,285	98,784				-	
Bornewings Section S							208,680			212,63
Debt securities issued 153.464 99.818 153.464										286,88
Fair value movements on equity instruments	Items that will never be reclassified to								292,802	268,11
Total liabilities 4,935,380 3,412,489 3,667,383 3,00 profit or loss: Foreign currency translation differences for foreign operations Other comprehensive income for the year 166,626 104,548 125,921 97,032 Profit attributable to: Fully holders of the parent 129,434 105,531 119,285 98,784 105,031	profit or loss:					Debt securities issued	153,464	99,818	153,464	99,81
Capital and reserves Capital and reserves		6,636	(1,752)	6,636	(1,752)	and market and a second				
Capital and reserves 15,698 15,69	Items that are or may be reclassified to					Total liabilities	4,035,360	3,412,489	3,667,383	3,203,38
Share capital Share capita						Section and the Assessment Control				-
Other comprehensive income for the year Total comprehensive income for the year Total comprehensive income for the year Total comprehensive income for the year 166,626 104,548 125,921 97,032 Profit attributable to: 129,434 105,531 119,285 98,784 Non-controlling interest Non controlling interest 129,434 105,531 119,285 98,784 Non-controlling interest Non-controlling interest 129,434 105,531 119,285 98,784 Non-controlling interest Non-controll										
Total comprehensive income for the year 166,626 104,548 125,921 97,032 Profit attributable to: Equity holders of the parent 129,434 105,531 119,285 98,784 Non-controlling interest 963 593 593 593 593 593 593 593 593 593 59										15,69
Total comprehensive income for the year 166,826 104,548 125,921 97,032 Profit attributable to:	Other comprehensive income for the year	36,974	(1,115)	6,636	(1,752)					255,04
Profit attributable to: Equity holders of the parent Non-controlling interest 129,434 105,531 119,285 98,784 Total comprehensive income attributable to: Equity holders of the parent 166,236 104,467 125,921 97,032 Non-controlling interest Non-controlling interest 166,236 104,467 125,921 97,032 Non-controlling interest No							267,008		218,507	160,40
Equity holders of the parent 129,434 105,531 119,285 98,784 Non-controlling interest 218 132 - 5. Total comprehensive income attributable to: Equity holders of the parent 166,236 104,467 125,921 97,032 Non-controlling interest 300 81 - 5. Total shareholders' equity 704,465 594,353 616,353 51. Total shareholders' equity 704,465 594,353 616,353 51. Total information: Earnings per share (Basic and diluted) 412 k 336 k 190 k		166,626	104,548	125,921	97,032					115,79
Non-controlling interest Total comprehensive income aftributable to: Equity holders of the parent Non-controlling interest 166,236 104,467 125,921 97,032 Total shareholders' equity 704,465 594,353 616,353 504 315 Key financial information: Earnings per share (Basic and diluted) 104/2 k 105/4 t 105							703,482	593,760	616,353	546,94
Total comprehensive income attributable to: Total shareholders' equity Total shareho		129,434	105,531	119,285	98,784	Non-controlling interest	983	593		
to: Equity holders of the parent Equity holders of the parent Solution of the parent Soluti		218	132		-					
Equity holders of the parent 166,236 104,467 125,921 97,032 300 81 5 5 70.032 106 81 5 7 7 8 106 81 8 1 8 1 8 1 8 1 8 1 8 1 8 1 8 1 8 1						Total shareholders' equity	704,465	594,353	616,353	546,94
Non-controlling interest 390 81 Key financial information: Earnings per share (Basic and diluted) 412 k 336 k 190k 190k 190k 190k 190k 190k 190k 19										
Key financial information: Earnings per share (Basic and diluted) 412 k 336 k 190k 190k 190k 190k 190k 190k 190k 19	Equity holders of the parent			125,921	97,032	Total liabilities and equity	4,739,825	4,006,842	4,283,736	3,750,32
Earnings per share (Basic and diluted) 212k 336 k 190k 190k 190k 190k 190k 190k 190k 19	Non-controlling interest	390	81	-	-					
Earnings per share (Basic and diluted) 212k 336 k 190k 190k 190k 190k 190k 190k 190k 19										
Divident per stare (proposed) 2,028 180k 190k 17,374 44,896 57,577 30,671 Total non-performing credit facilities (N'millions) Total non-performing credit facilities (N'millions) Total non-performing credit facilities (N'millions) 3,0% 2,2% 2,6% 1,6% Gustomer complaints in financial statements for the year ended 31 December 2016 Description In millions of Naira Pending complaints B4 14,589 774 Received complaints B4 14,589 774 Received complaints B4 14,589 774 Received complaints B4 14,589 15,462 1,387 B5 15,462 1,387 B6 180k 180k 180k 180k 180k 180k 180k 180k										
Total non-performing credit facilities (N'millions) 71,374 44,896 57,577 30,871 30% 22% 26% 1.6% 30% 22% 26% 1.6% Gustomer complaints in financial statements for the year ended 31 December 2016 Description Number Amount claimed refunded: In millions of Naiva Pending complaints brought forward Recoived complaints 343 2,465 824 88esoived complaints 253 15,462 1,387 Recoived complaints escalated to CBN for intervention 71,374 44,896 57,577 30,871 30% 30% 30% 30% 30% 30% 30% 30% 30% 30%						The financial statements were approved by the	Board of Direct	ors for issue o	on 24 January	2017 and
Total non-performing credit facilities to total credit actilities (%) 3.0% 2.2% 2.6% 1.6% Customer complaints in financial statements for the year ended 31 December 2016 Description Number Amount claimed refunded from the description of	Total non-performing coedit facilities (N/millions)	71.374								
Tocilities (%) 3.0% 2.2% 2.0% 1.6% Lim Ovia, CON (Chairman) FRC2013/CAN000000000000 FRC2013/CAN000000000000000000000000000000000000			-1,000	01,011	00,01			a.		
Customer complaints in financial statements for the year ended 31 December 2016 Description Number Amount claimed refunded for millions of Naive Period of N	facilities (%)	3.0%	2.2%	2.6%	1.6%	545509500303030303030		16	Orac	1
Customer complaints in financial statements for the year ended 31 December 2016 Description Number Amount FRC2013/0CAN/00000001310 Period Complaints Period Complaints Period Complaints Amount FRC2013/0CAN/00000001310 Period Analysis Period Analysis Period Complaints Period Complaints Amount FRC2013/0CAN/00000001310 Period Analysis FRC2013/0CAN/00000001310 FRC2013/0CAN/000000003789 Beensive Complaints FRC2013/0CAN/00000003789								1	- Upv	0
Description Number Amount claimed refunded In millions of Naive Pending complaint brought forward Received complaints Secolved complaints Unresolved complaints escalated to CBN for intervention Number Amount Amount refunded 84 14,589 774 2,485 624 15,462 15,867 Elbenezer Onyeagwu (Deputy Managing Director) FRC2013ICANI00900003788	Customer complaints in financial statements	for the yes	ar ended 3	11 Decem	ber 2016	FRC(2013/CIBN/00000002408		Vo		
mmillions of Naive claimed refunded Pending complaint brought forward Received complaints 343 2,485 634 Resolved complaints 343 15,462 1,387 Unresolved complaints escalated to CBN for intervention Claimed refunded FRC29130CANi039898001310 Claimed refunded FRC29130CANi039898001310								16	Ame	De-
In millions of Naira Pending complaint brought forward Received complaints 343 2,465 624 Resolved complaints 253 15,462 1,387 Comparing the complaint of the			Number			Peter Amangbo (Group Managing Director and (ERC/2013/CAN/0000001310	Chief Executive	, ,,,	7	1
Received complaints Sas 2,485 624 ESSatived complaints Sas 15,482 1,387 Unresolved complaints escalated to CBN for intervention	In millions of Naira			ciaimed	retunosa	THAT IS A CONTROL OF THE CONTROL OF		6	7)	/
Received complaints Sas 2,485 624 ESSatived complaints Sas 15,482 1,387 Unresolved complaints escalated to CBN for intervention	Pending complaint brought forward		64	14,569				-		
Unresolved complaints escalated to CBN for intervention	Received complaints					Ebenezer Onyeagwu (Deputy Managing Director	ŋ	_		-
			253	15,462	1,387	TTWEET OF WARRINGS AND STORY		0	00	
	Unresolved complaints escalated to CBN for interve	ntion	-	-	-			. ((Vo	6
Unresolved complaints pending with the bank carried forward - Stanley Amuchie (Chief Financial Officer) FRC:2013/MJLTI0000001033		d forward	484	4.672	- 64	Stanley Amuchie [Chief Financial Officer]		7	- CA	64

government, from N1.4 billion as at 2012 to N27.10 billion in 2016. Last year, employees received salaries and benefits of about N69.04 billion, up from N52.43 billion reported in 2012, representing a 31 percent rise.

In the year under review, the Bank added 740 new staff (136 permanent and 604 contract new hires) to its total workforce, while our various economic and social investments created an estimated 120,000 new jobs (see table on next page).

The aggregate net wealth we created nudged higher 16.4 percent to N236.9 billion in direct and indirect economic benefits in 2016, up from N203.5 billion reported

in 2015. Shareholders received direct benefits valued at N54.944 billion in dividend payments, a 400 percent rise from the N11.303 billion paid out in 2010. Similarly, the economic value gained by providers of capital edged higher by N19.9 billion, to N127.2 in 2016, up from N107.3 billion interest paid on funds in the preceding year. Also, vendors, suppliers, and local service providers received economic value of N91.7 billion, from N87.1 billion the previous year.

The economic benefits we generated and distributed to our stakeholders in 2016 are outlined in table below. As one of the biggest, most profitable and fastest growing financial services institution in Nigeria, Zenith Bank envisages a remarkable rise in the economic value created for its stakeholders within the next five years. We expect steady growth in our gross earnings, from N454 billion in 2016 to about N589 billion by 2020, a 30 percent rise. In addition, total deposit liabilities and assets in 2020 are projected to rise to N3.6 trillion and N5.9 trillion, respectively, up from N2.6 trillion and N4.3 trillion in 2016. We also expect our Profit before tax to rise by 58 percent to N219 billion by the end of financial year 2020.

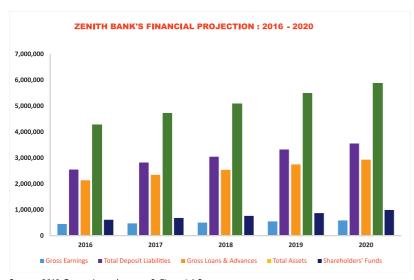
Zenith Bank's 5-Year Increase in Economic Value Created (2012 - 2016)								
	2012		2016					
	Naira (Billion)	*US dollars (Million)	Naira (Billion)	*US dollars (Million)	5-year % increase			
Payroll expenses	52.43	335.75	69.04	226.17	31			
Taxes	1.42	9.09	27.10	88.78	139			
Dividend	29.83	191.02	63.42	207.76	112			
Gross earnings	307.08	1,966	507.98	1,664.10	65			
Profit after tax	100.68	644.72	129.65	424.72	28			
Tier 1 Capital	462.96	2964.65	704.46	2,307.75	52			
Total asset	2,436.88	15,605.02	4,739.83	15,527.29	95			

Source: 2016 Group Annual report & Financial Statements

Other National Disclosures Value Added Statement						
In millions of Naira	31 Dec 2016	31 Dec 2016 %	31 Dec 2015	31 Dec 2015 %		
Group Gross income Interest expense	507,997		432,535			
- Local - Foreign	(127,237) (17,141) 363,619		(107,344) (16,253) 308,938			
Impairment loss on financial assets	(32,350) 331,269		(15,673) 293,265			
Bought-in materials and services - Local - Foreign	(91,771) (2,594)		(87,106) (2,594)			
Value added Distribution	236,904	100	203,565	100		
Employees Salaries and benefits Government	69,042	29	67,522	33		
Income tax Retained in the Group Replacement of property and	27,096	11	19,953	10		
equipment / intangible assets To pay proposed dividend Profit for the year (including statutory, small scale	11,114 63,421	5 27	10,427 54,944	5 27		
industry, and noncontroling interest) Total Value Added	66,231 236,904	100	50,719 203,565	<u>25 .</u> 100		

Value added represents the additional wealth which the group has been able to create by its own and employees efforts.

VALUE-ADDED FO	DRECAS	T- 2017 -	2020		
Appendix 4					
	2016 ACTUAL	2017	2018	2019	2020
Economic Value					
Generated and Distributed					
Distributed					
Direct Economic Value	=N=	=N=	=N=	=N=	=N=
Generated (EVG)	(millions)	(millions)	(millions)	(millions)	(millions)
<u>Revenue</u>	454,808	476,265	507,788	552,375	589,164
Economic Value					
Distributed (EVD) Operating costs:					
Depreciation &					
Amortization	10,039	10,238	10,639	11,057	11,491
Operating Expenses	81,845	88,885	92,941	96,361	100,223
Interest Expense					
interest Expense	100,176	101,711	106,482	114,323	121,545
Impairment charge for					
credit losses	26,295	25,834	27,925	30,254	32,269
Employee Wages & Benefits:	62,235	63,480	64,749	66,044	67,365
Payment to providers of capital					
Interest on Borrowed Funds	31,734	30,424	33,208	31,296	35,025
Community Investments (Donations)	2,557	1,108	1,182	1,285	1,371
PROFIT BEFORE TAX					
	139,927	154,584	170,661	201,755	219,876
Payment to					
Government (Tax)	20,642	23,188	25,599	30,263	32,981
PROFIT AFTER TAX	119,285	131,397	145,062	171,491	186,894
Payment to providers	119,200	131,391	143,002	171,491	100,034
of capital Proposed Dividend					
	63,421	64,991	66,561	68,130	69,700
Economic Value					
Retained	55,864	66,406	78,502	103,361	117,194



Source: 2016 Group Annual report & Financial Statements

FINANCIAL PROJECT	ION FOR	THE PER	RIOD 2017	-2020			
	2016	2017	2018	2019	2020		
				Projecte	Projecte		
FINANCIAL SUMMARY	Actual	Projected	Projected	d	d		
	N'm	N'm	N'm	N'm	N'm		
Gross Earnings	454,808	476,265	507,788	552,375	589,164		
Interest & Similar							
Income	343,556	382,439	410,480	437,805	465,499		
Interest & Similar							
Expenses	131,910	132,135	139,690	145,618	156,570		
Net Interest Income	211,646	250,303	270,789	292,186	308,928	Ш	
Impairment charge for							
credit losses	26,295	25,834	27,925	30,254	32,269		
Net interest income after							
impairment charge	185,351	224,469	242,864	261,932	276,660	Ц	
Net Fees & Commission							
Income	84,017	79,606	91,566	100,173	111,353	Ц	
Other Incomes	27,235	14,220	5,742	14,397	12,313	Ш	
						Ц	
Operating Income	296,603	318,295	340,172	376,503	400,326	Ш	
Operating Expenses	156,676	163,711	169,511	174,748	180,450	Ц	
Profit before Tax	139,927	154,585	170,661	201,755	219,876	Ц	
						Ц	
	2,552,96	2,821,88	3,045,20	3,324,3	3,556,9		
Total Deposit Liabilities	3	5	8	48	56	Ц	
Gross Loans &	2,138,13	2,348,54	2,538,67	2,750,3	2,933,5		
Advances	2	3	8	57	11		
TatalAssats	4,283,73	4,729,07	5,097,82	5,494,2	5,878,0		
Total Assets	6	8	700.450	52	48		
Shareholders' Funds	616,354	685,328	766,459	872,512	992,466	Н	
	0.504.50	4.004.74	4.074.40	E 07E 5	E 040 4	H	
Name have of Assessment	3,534,53	4,064,71	4,674,42	5,375,5	5,913,1		
Number of Accounts Number of Branches	8	9	7	91	50		
	267	275	202	201	200		
(Group)	367	375	383	391	399	H	
EPS (C)	4.20	3.61	3.73	4.41	4.80	Ш	
Loan to Deposit Ratio*	70%	70%	70%	70%	70%	Ц	
Cost to Income Ratio	53%	51%	50%	46%	45%		

Source: 2016 Group Annual report & Financial Statement

In spite of the current recession in the Nigerian economy, Zenith Bank's total loans and advances in 2016 edged higher by 3.1 percent (or N71 billion) year-onyear, to close at N2,360,809,000,000. This is about 8.7 percent of the N27,153,879.95,000,000 net domestic credit to the economy as at December 2016, as reported by the Central Bank of Nigeria in its monthly economic reports.

Sustainable wealth creation

Our aggregate net wealth created nudged higher by 16.4 percent to N236.9 billion in 2016, up from N203.5 billion reported in 2015. Shareholders received direct benefits valued at N54.944 billion in dividend payments, a 400 percent rise from the N11.303 billion paid out as at





2010. Similarly, the economic value gained by providers of capital edged higher by N19.9 billion, to N127.2 in 2016, up from N107.3 billion interest paid on funds in the preceding year. Also, vendors, suppliers, and local service providers received economic value of N91.7 billion, from N87.1 billion the previous year.

Our employees received salaries and benefits of about N69.04 billion in 2016, up from N52.43 billion in 2012, representing a 31 percent rise.

In spite of the current recession in the Nigerian economy, Zenith Bank's total loans and advances in 2016 edged higher by 3.1 percent (or N71 billion) year-on-year, to close at N2,360,809,000,000. This is about 8.7 percent of the N27,153,879.95,000,000 net domestic credit to the economy as at December 2016, as reported by the Central Bank of Nigeria in its monthly economic reports. In addition to other direct and indirect benefits to the Nigerian economy, we estimate that these investments,

loans and funding created over 120,000 new jobs in the year under review.

Sustainable wealth creation remains our target in the immediate and remote future. We understand that for us to continue to occupy that vantage position to create wealth and add value to stakeholders and the larger economy, we must ensure the sustainability of the Zenith brand, and our increasing competitiveness and relevance. We must continue to remain strategic and proactive in our business decisions and actions. We must continue to play by the rules and adopt prudence and cost effectiveness, while also mitigating risks that could jeopardize our key investments.

Also, we understand that we can only be as successful as the wellbeing of our customers, investors and the larger economy allows. We must therefore continue to invest responsibly in the growth and prosperity of our stakeholders. And this would entail creativity and innovation in product offering; fair pricing, value addition and responsible marketing and competition practices.

Market presence & minimum wage

Zenith Bank is a superior brand with people-centric business approach, and a strong commitment to supporting people's goals and ambitions. We are conscious of how our market presence impacts the socioeconomic well-being of the people, and will continue to maintain a brand image that projects respect for the wellbeing of our stakeholders, especially employees, customers, shareholders, and indeed, the general public.

Zenith Bank is an equal opportunity employer devoted to sound employee management and labor practices. There is no gender disparity in our remuneration and minimum wage. Our wages and benefits are the same for all employees on the same level, irrespective of region and gender. Our competitive edge is linked to our ability to attract, employ and retain the best talents in the financial services industry. We are committed to embracing the best global practices in all our operational activities and in labor relations.

Our wages and remuneration are highly competitive in all the countries where we operate. Our net entry level wage as at end 2016 was N1,868,998/annum, significantly higher than the Federal Government's minimum wage of N216,000 per annum (or N18,000/month), according to the provisions of the National Minimum Wage (Amendment) Act, 2011. The ratio of our entry level wage to government's minimum wage is 8.6 to 1.



Similarly, our average entry level wage for other workers (excluding employees) was N553,336.20/annum or N46,111.35 per month, which is markedly higher than the federal government's minimum wage of 216,000 per year (N18, 000/month). We do periodic monitoring of contractors that manage outsourced labour, to ensure compliance with above-minimum wage salaries and remuneration for their employees.

Indirect economic impacts

In our business investments and lending activities, we are cognizant of the need to advance economic growth and development, create wealth and generate employment opportunities for the over 18.3 million Nigerian youths that are actively seeking employment.

The Bank's strategy is to support government's efforts at diversifying the economy through active funding and investments in the real sector of the economy such as agriculture, power, manufacturing, solid minerals, industries and construction. The bank also prioritizes economic sectors with the greatest potential to enhance the condition and wellbeing of the larger economy and bring development closer to the people.

educational projects and N6 billion on consumer credit.
We invested N654.9 billion towards the oil and gas sec-
tor and N348.3 billion for general commerce, amongst
others. These sectoral lendings have generated employ-
ment opportunities and wealth for several families in the
different communities where we operate, and also cre-
ated economies of scale and value for governments,
shareholders and investors, customers and the larger
society.

Lending to the Economic Sectors in 2016									
S/N	SECTOR	2016			2015				
		31-Dec			31-Dec				
			As % OF			As % OF			
			TOTAL			TOTAL			
		(N'm)	LOANS		(N'm)	LOANS			
1	Agriculture	70,029	3%		39,698	2%			
2	Oil and gas	654,962	28%		337,006	18%			
3	Consumer Credit	6,081	0.3%		2,729	0%			
4	Manufacturing	523,170	22%		444,585	24%			
	Real estate and								
5	construction	138,216	6%		105,450	6%			
	Finance and								
6	Insurance	23,486	1%		81,404	4%			
7	Government	307,049	13%		250,751	13%			
8	Power	108,272	5%		55,753	3%			
10	Transportation	55,859	2.3%		47,750	3%			
11	Communications	116,082	4%		106,678	6%			
12	Education	9,347	0.4%		7,741	0%			
13	General Commerce	348,256	15%		405,396	22%			
	Gross Loans	2,360,809	100%		1,884,941	100%			

Supporting infrastructural development

The infrastructural development of Nigeria is of great priority to us. We are committed to the sustainable growth and development of the Nigerian economy. In addition to the value this creates for the larger economy, we understand that it is also in our best interest to play an active role in and facilitate this development. Driven by this understanding, the size of our lending towards the productive sector of the economy rose significantly during the period under review, from N1.8 trillion as at 2015 to N2.3 trillion in 2016, a 25 percentage improvement. The bank has also engaged actively in the disbursement of various intervention funds launched by the Central Bank of Nigeria towards developing targeted sectors of the economy.

Our sectoral lending and investments during the review period included transport, N55 billion; manufacturing, N523 billion; real estate and construction development, N138 billion; power, and N108 billion.

Our investment in the agricultural sector was up by a whopping 80 percent to 70.03 billion in 2016, from about N39 billion in 2015. In addition, we spent N9.3 billion on





Despite the contraction in the economy during the review period, our real sector financing and investment activities in 2016 created an estimated 120,000 new Jobs, up from nearly 100,000 jobs estimated in the preceding year.

Our investments in key sectors of the economy in 2016 are detailed in the table.

Energizing real sector for sustainable development

2016 was indeed an extraordinary year for the Nigerian economy. The country faced significant macroeconomic headwinds owing to a slump in commodity prices which negatively impacted on foreign exchange earnings. But despite the prevailing macroeconomic conditions in the year under review, Zenith Bank supported the real sector of the economy with over N2.3 trillion in credit lines and investments.

We are committed to actualizing the diversification Nigeria's sources of foreign exchange earnings through effective import substitution policy. As a result, the significance we attach to the growth of the country's manufacturing sector is reflected in our total loan advances of N523 billion and over U\$816.8 million in the sector in 2016, representing 22 percent of our total loans for the

year. We also invested N13 billion for the acquisition of plant and machinery towards the expansion of an ultramodern soya beans factory.

Also in a bold move to encourage import substitution, Zenith Bank in 2016 invested N12.5 billion to drive the development and expansion of sugar refineries in the country. We provided N2 billion to finance the purchase of raw materials, plant and machinery for the production of edible vegetable oil. We also provided N2 billion to finance the construction of a ceramic production line and the acquisition of a gas conversion capital plant, to convert liquid gas to ordinary gas.

We also helped government's economic diversification efforts by providing about N70 billion to revamp the Agricultural sector. This included N10 billion credit to refinance the acquisition of property, plant and equipment for the construction of a Greenfield fertilizer plant with a capacity of 2.6 million metric tons of urea per annum. The fertilizer project will likely generate nearly 6,500 jobs.

Zenith Bank also invested N2 billion in the production of palm kernel oil and cake, for export and local consumption purposes. We also committed sizeable funds towards the production of oil palm, rice, poultry and sugar, among others. Indeed, the Bank's credit to the Agricultural sector has positively impacted the local





communities by providing employment opportunities; developing local markets (farm gate) and enhancing export of agro-commodities.

To promote export and international trade towards economic diversification, we financed the purchase, processing and exports of agro commodities - cocoa, cashew and sesame seeds - with over N4.3 billion. This has greatly enhanced the income of farmers, creating new agribusiness entrepreneurs across the value chains.

At Zenith, we are committed to playing a significant role in boosting infrastructural development across the country. In 2016, we financed the real estate and construction sector with as much as N138 billion and another \$10 million. This included N6.5 billion for the development of eco-friendly (green) projects in Nigeria particularly solar energy investments. We devoted N10 billion for the development of Lekki-Epe Expressway and Lekki-Ikoyi Link bridge. We also invested N3.5 billion for the construction of Oshodi Transport Interchange project in Lagos State.

In the Telecommunications sector, we invested over N116 billion to boost the emerging digital economy, especially e-commerce. This investment has improved the socio-economic well-being of millions of Nigerians and created thousands of new jobs. Our investments in telecoms and other sectors of the economy have mark-

edly helped to facilitate the following:

- Sustained foreign direct investment inflows into the Telecoms sector, which hit \$68 billion as at 2016
- Foreign investors' confidence in the economy
- New employment opportunities, enhancing per capita income of households
- Enhancement of the country's broadband infrastructure
- Nigeria's economic recovery, as gross national productivity has been significantly boosted by these investments

Procurement practices

Zenith Bank is one of the fastest growing brands in Nigeria with huge procurement and purchasing capacity. As part of our procurement policies and practices, we give preference to the patronage of local suppliers in all the locations where we operate. This is one of our ways of giving back to our host communities and adhering to the country's local content regulations.

We prioritize excellent product quality, service delivery and after sales support. As part of our corporate sustainability policy, we also prioritize products and services that are offered by vendors, suppliers and contractors with good environmental and social practices. We are currently integrating environmental and social con-





ditions in our Suppliers' Code of Conduct and Service Level Agreements (SLAs) that will be administered on all major service providers, as part of efforts to promote socio-environmentally friendly business practices, and also to ensure high-quality products and service delivery and value for money.

Zenith Bank's procurement practices have positively impacted the economy, creating jobs, income and economic empowerment for households. It has also helped to fight against extreme poverty and hunger, as business activities have been boosted across various sectors of the economy.

In 2016, our vendors, suppliers, contractors and local service providers received an economic value of N91.8 billion, up from N87.1 billion in 2015, accounting for a whopping 18.1 percent of our gross earnings. As a leading financial services institution, our corporate procurements remain robust and significant to our operations since they impact, directly or indirectly, the quality of our products and services. We en-

In the Telecommunications sector, we invested over N116 billion to boost the emerging digital economy, especially e-commerce. This investment has improved the socio-economic well-being of millions of Nigerians and created thousands of new jobs.

sure regular interaction with contractors in order to track trends, spot emerging risks and establish appropriate controls.

Our total procurement expenses on locally sourced materials (IT equipment and other materials) inched up by 9.4 percent to 87.5 percent of our total procurement spending in 2016, up from about 80 percent recorded in 2015. Materials purchased include cement, steel, woods, paints, among others.

For us, 'local' means all resources, both human and material that can be sourced within the Federal Republic of Nigeria, while 'significant location of operation' means all the operational activities covered within the 36 States of Nigeria and the Federal Capital Territory (FCT).

Like in the previous year, ICT facilities and equipment constituted a significant part of our procurements in 2016. Our procurement policy deliberately encourages a leaning towards patronage of local IT vendors, resorting to foreign vendors only when viable local alternatives are not readily available. Our relations with IT vendors are guided by laid down service level agreements, while the selection of vendors is overseen by our Tender Committee.

We ensure cost effectiveness by applying our procurement and expense policies, which set spending limits in all our branches and business locations. We also conduct price intelligence and assist our branches in getting value for money.

Anti-corruption

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

As part of our prevention strategies, we encourage whistleblowing to avert frauds and cybercrimes, particularly phishing emails and other social engineering attacks. And to plug the vulnerabilities observed in our anti-cor-

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

Board, Executive Management and Top Management Training on Anti-Corruption by Employee Category and Region							
S/N	LEVEL	LAGOS	ABUJA	SOUTH	TOTAL	%	
l	BOARD	3	2	0	5	6%	
2	AGM-GM	46	6	10	62	75%	
	TOTAL	49	8	10	67	67/83=81%	

ruption drive and in line with the Central Bank of Nigeria's (CBN) mandate, we established an e-fraud desk, which provides 24 hours verifications and checks on the genuineness of the bank's electronic receipts and payments.

Zenith Bank provides adequate anti-corruption train-

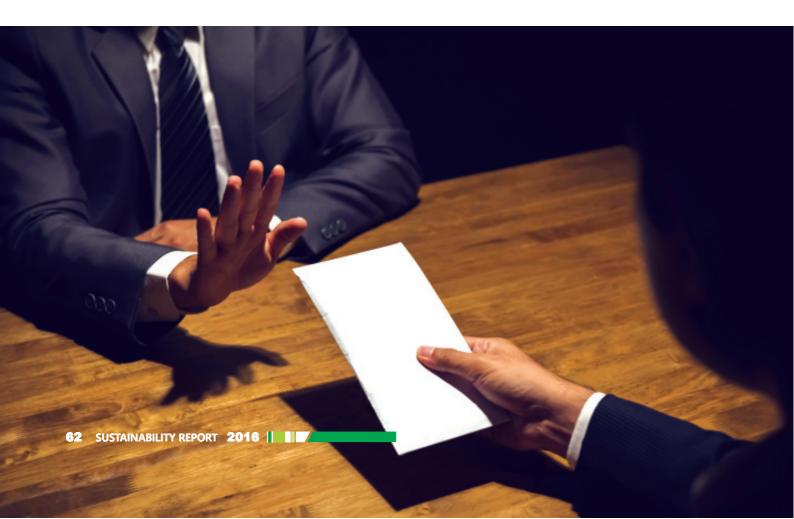
ing for all categories of employees on a quarterly basis, with emphasis on evolving social engineering attacks and other kinds of cybercrimes. In the year under review, we closed accounts of illegal International Money Transfer Operators in line with CBN directives. Our employees are also being trained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

In 2016, a total of 3,923 employees representing 66 percent of the 5,970 active permanent employees (including 38 seconded Staff to Subsidiaries and 239 exited staff) were sent on various classroom anti-corruption trainings.

In addition, 67 members of the Bank's top management, executive management and board, were duly

trained on the latest anti-corruption policies of the bank through quarterly Anti-Money Laundry (AML) Workshops. This represents 81 percent of total staff in these cadres.

Furthermore, the Bank is in the process of organizing trainings on anti-corruption for its key business partners.































Our Green Business Strategy

Owing to our widespread business activities, we understand that a responsible management of our corporate environmental footprint would be in the overall interest of the communities where we operate, and indeed, the larger society.

enith Bank is a fast growing brand with presence in Nigeria, Africa, and Europe. Our goal is to become a global brand that can compete favorably with major financial institutions around the world. But we understand that this vision will not be realizable if we do not embrace sustainable business practices. This is, for us, a major incentives for adopting the green business option. We are committed to carrying out periodic reviews of our processes to identify areas of potential adverse environmental impact and mitigate them as efficiently as possible.

We are conscious of the rising global concerns about environmental sustainability and have chosen to embrace the clean earth principles. Our goal is to transform our banking operation into one that delivers low carbon emissions, energy efficiency, natural resource preservation, protection of biodiversity and the earth's flora and fauna. We are dedicated to conducting our business activities in an environmentally friendly manner.

Owing to our widespread business activities, we understand that a responsible management of our corporate environmental footprint would be in the overall interest of the communities where we operate, and indeed, the larger society.

Environmental footprints from our internal business operations arise mostly from our energy consumption, emissions, effluents and waste, and extent of compliance with relevant environmental laws and regulations.

However, as a major financial services institution, the bulk of our environmental footprints is generated through our financial intermediary role and in our dealings with third parties. We invest in, and fund projects and initiatives in diverse sectors of the economy, including Agriculture, Oil and Gas, Real Estate and Construction, Telecommunications, Mining and the Extractive Sector, among others. These investees, as well as our vendors, suppliers, and contractors together constitute the biggest part of our overall corporate footprints.

Achieving a green business model would entail managing the environmental



Our Environmental Impact Management Plans and Strategies

Energy Management Transit to the use of Plan and more renewable Strategy energy sources for our business operations bank wide Introduce solar energy in all our branches in place of fossil fuel currently used by our power generators Retrofit all our branches with LED energy saving bulbs Implement 5pm shut down time for our Head Office and branches Install eco-

wide
 Ensure reduced energy consumption by switching off energy sources that are not in immediate use

friendly, energy

conditioners bank

efficient air

Emission

- Use inverters to power all our ATMs
 Invest in banking infrastructure that promote 100 percent, end-to-end transaction processing to reduce customers' commute
- Increase and improve on our staff bus fleet and encourage more employees to use them
- Encourage carpooling/sharing among staff living in the same locality
- Phase out the use of diesel-powered vehicles
- Implement travel control measures for employees
- Make active use of internal, remote communication tools Lync Exchange, Lync Video conferencing, Interactive Voice Response (IVR) and VOIP calls to reduce commute time
- Transit to the use of energy efficient technologies as well as the use of hybrid/electronic cars

Effluents and Waste

- Implement the reduce, reuse, recycle policy
- Adopt effective
 waste measurement
 and progress
 monitoring
 processes
- Auction depreciated items to staff through bidding processes
- Ensure
 environmentally
 friendly waste
 management
 practices
- Implement selective waste collection and differentiation policy
- Evaluate and monitor
 the e-waste
 management
 practices of relevant
 investees,
 contractors and
 vendors, including
 government
 authorized waste
 collectors and
 recyclers
 Ensure global best
 practices in e-waste
 management

impacts of our internal business operations more efficiently while also keeping a watchful eye on the activities and environmental compliance of our business partners. On the latter, we understand our constraints and limitations in enforcing environmental and social standards in a third party business concern. We will however deploy measures, in the form of moral suasion, incentives, and penalties, to influence their environmental and social compliance.

Energy

As a major financial services institution, energy is highly material to our business operations. Our primary source of energy is the national electricity grid. But this is highly complemented by the use of fossil-powered generators, owing to the unstable power supply in the country.

Besides the high cost of fossil fuel, we are aware of the harm it constitutes to the physical environment. The burning of fossil fuel remains one of the highest sources of greenhouse gas emission with the attendant global warming and





climate change implications. This is why Zenith Bank has committed to adopting energy efficiency and environmentally responsible practices in our head office, branches, cash offices and other buildings within Nigeria that are owned by the Bank.

Policies and framework are being put in place to drive energy efficient business operations, along with mechanisms for measuring and monitoring progress. As we pursue our business expansion goals, Zenith Bank will continue to insist on efficiency, adherence to laid down environmental regulations and the adoption of global best practices in the use of energy resources.

Our branches, office complexes and ATM facilities are monitored to ensure compliance with our energy efficiency policies. Bi-annual reports are generated by the head office from data extracted from the "Admin Module", a tracking application used for daily data collection at the branch level. This is used as one of the parameters for determining progress in our sustainability journey. Our goal is to achieve resource efficiency, reduced costs, cleaner air and significantly lower greenhouse gas

	FY 2015 Baseline	FY 2016	Percentage Reduction
Total Electricity Purchased (kWh)	4,132,144.72	2,856,362	30.9
Total Amount used Per Employee (kWh)	3848.76	2,559	33.5
Total Diesel Consumption (Ltr)	2,002,025.3	1,856,392	7.27
Total Diesel used Per Employee (Ltr)	1,873	1,717	8.33



emission.

Being a responsible brand means understanding the impacts of our business on the ecosystem and putting structures in place to mitigate them. We recognize that running a green business involves transiting to the more sustainable renewable energy resources. Encouragingly, we have started to see some early results, with the lowest hanging fruit being the significant reduction in our huge fossil fuel costs, and the attendant positive impact on the financial bottom-line.

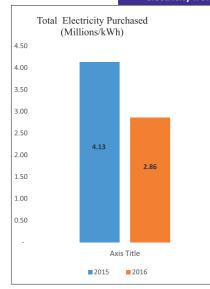
Energy consumption within the organization

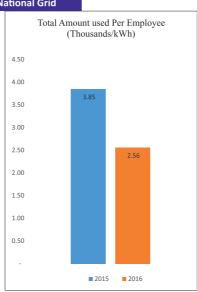
Zenith Bank purchases energy from the national electricity grid and supplements this with self-generated energy from fossil-powered generators. As at 2015, Zenith Bank had a total of 503 buildings comprising 377 Branches, 61 Cash Offices, 49 ATM Buildings (Offsite), 10 Archive Buildings, two training schools, and four Guest Houses. This has grown to 521 Buildings in 2016 383 Branches (actual operational branches as at year-end 2016 were 367), 62 Cash Offices, 60 ATM Buildings (Offsite), 10 Archive Buildings, two training schools, and four Guest Houses. Owing to the high number of employees it hosts, and the land space it occupies, the head office complex generates the single largest footprint among our business locations.

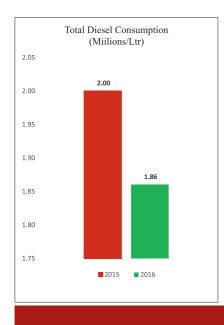
In 2016, Zenith Bank implemented a planned reduction of operating hours as part of efforts to cut down on our energy consumption and greenhouse gas emission. A mandatory system shutdown time was stipulated and the Bank's official

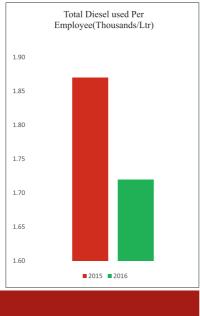


Electricity from National Grid









closing time was enforced across the entire Zenith Bank group. This resulted in a one and half hours earlier shutdown time than in 2015.

Using 2015 as baseline, the initial target was to reduce our total energy consumption by 20 percent by 2020, and further down to 40 percent by 2025. However, owing to our implementation of energy efficiency policies, the Bank, in just one year, has cut its total amount of electricity purchased from the national grid from 4,132,144kWh in 2015 to 2,856,362 kWh at the end of 2016, representing a reduction of 30.9 percent. Similarly, there was a 33.5 percent drop in the total electricity used per employee in kilowatts hour, from 3848.76 kWh/employee in 2015 to 2,559 kWh/employee in 2016.

Also within the year, and owing to the compulsory shutdown time policy and increasing resort to renewable energy sources, the Bank also significantly cut down on fossil fuel consumption and expenses.

In 2016, Zenith Bank reduced the total litres of diesel used to run its

generators from 2,002,025.3 litres to 1,856,392 litres, representing a decrease of 7.27 percent in diesel consumption. Consequently, there was an 8.33 percent decrease in the total litres of diesel used per employee, which dropped, from 1,873 litres in the preceding year to to 1,717 litres in 2016. The energy expenditure analysis indicated that the bank saved N1,050,784,800 in cost of diesel in 2016, as the total expense went down to N6,913,233,600 from N7,229,133,600 in 2015. This represents 14.5 percent reduction in our energy expenditure. This is a remarkable achievement that once again demonstrates that 'going green' is in our best corporate interest.

As part of efforts to plug energy wastage, Zenith Bank in 2016 updated and upgraded its IT infrastructure and replaced energy-intensive servers with more efficient ones. The Bank is also reducing its electricity consumption proactively by enhancing banking software and system applications through redesign, operational upgrades, and by adding more advanced sensors and controls. We are also addressing energy consumption wastages





by maintaining only the necessary square footage of office space, especially in new constructions. The Bank is actively engaged in implementing this strategy in its building of new branches.

We are also retrofitting our light fittings with energy saving LED bulbs and fluorescents as part of our energy optimization plans. In 2016, 49 percent of Zenith Bank branches had migrated from modular fittings with high wattage bulbs and fluorescents, up from 37 percent the previous reporting year. Our goal is to ensure that up to 60 percent of our branches are retrofitted for energy saving light fittings by 2017 and 100 percent by 2020.

Although our consumption from renewable energy sources as well as reductions achieved from the transition to more efficient facilities are still not fully measured and quantified, we are however relentless in our plan to replace more of our electrical equipment to far

As a responsible stakeholder in the Nigerian economy and a global corporate citizen, supporting the fight against climate change is for us a core responsibility.

efficient models. For example, we are currently migrating to air conditioners that are eco-friendly and energy efficient. We have installed gas powered generating sets in our Head office, with plans to replicate this in all our branches.

We understand that challenges remain in collecting, measuring and reporting our heating, cooling, and steam consumptions. We are committed to deploying the basic requisite tools that would enable us do these, and therefore capture, measure and monitor our footprints more accurately in the next three to five years.

Emission

With over 500 business locations and nearly 400 vehicles in our official head office fleet in 2016, greenhouse gas (GHG) emission remains a material topic for us. Also compelling is the understanding of the relationship between these emissions



and climate change. As a responsible stakeholder in the Nigerian economy and a global corporate citizen, supporting the fight against climate change is for us a core responsibility. The easiest way we support this fight is to reduce our own emissions while supporting our business partners to do the same.

As a demonstration of our corporate commitment to the climate action, the Bank is focusing on measuring, reducing and reporting the GHG emissions that are associated with its Nigerian business operations. We are committed to limiting our overall negative environmental footprints. Using 2015 as our base year, our goal is to cut emission by 20 percent by 2020. We hope to achieve this by increasing the use of renewable energy in our energy mix, upgrading our business processes for enhanced efficiency, deploying energy efficient technologies, and ensuring that we effectively capture, measure and monitor emissions from all business offices and subsidiaries.

Zenith Bank since inception has been a technologysavvy brand. We have pioneered the use of several stateof-the-art banking technologies in our industry and will continue to use innovative solutions to deliver optimal, customized banking experience and products offering. Our approach is to use technology to significantly reduce travel time and $\mathrm{Co_2}$ emission among our workforce, especially through process automation. We are also committed to reducing the commute time for millions of our customers, so they will be able to meet their banking needs without visiting our banking halls. However, we also realise that these banking tools generate their own emissions and electronic waste. We will, therefore, continue to invest in new technologies that deliver on scalability, energy efficiency, and low emissions.

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

We are committed to self-regulating and self-auditing our overall Co2 footprints and collaborating with global institutions in the bid to improve on our emission status. An evaluation conducted based on data collated





from the relevant KPI departments in 2016 showed some progress in actualizing these set targets, even though significant gaps remain.

Direct GHG emissions

The largest share of our GHG emissions comes from our fossil fuel consumption, predominantly to power selfgenerated electricity, vehicular travels and air travels. Our aim is to migrate to 70 percent renewable energy by 2025. And we are already making some progress in this

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



Also, we have commenced the replacement of all our 13-20kva generators on Night Loads with hybrid solar panels. We also intend to gradually migrate all our business offices and branches to renewable energy sources. In 2016, 141 out of our 521 business offices were powered by alternative sources of energy, compared to 19 out of 503 in 2015. The total number of our buildings using renewable energy sources at the end of 2016 was 160, representing 30.7 percent of our buildings. The goal is to achieve 70 percent by 2025.

Our direct carbon footprint from transportation and business travels comes from our pool cars, official cars for management staff, departmental vehicles and staff buses. The bank's head office fleet reduced by 62 vehicles, from 417 as at 2015 to 355 in 2016. However, this did not translate in real decrease in gasoline consumption. There was rather a 16.9 percent increase in gasoline usage, from 703,763.62 litres in 2015 to 822,784.37 litres in 2016. This followed a 10.5 percent rise in the number of employees that use the Bank's official fleet, from 925 as at 2015 to 1,023 in 2016. The intense traffic situation in Lagos, Nigeria during the period was another factor.

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

As part of our Green House Gas (GHG) control practices, the Bank has also flagged off several initiatives aimed at increasing the quality and quantity of staff buses and encouraging more employees to use them. We are also gradually reducing the use of diesel-powered official vehicles which tend to emit more CO2, and replacing them with energy-efficient, low emission hybrid vehicles.

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

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

Zenith Bank's Key Emission Points

Emission Channels	Management Strategy	Status/Target Daile
Vehicles	Migrate to the use of low carbon, hybrid and energy-efficient vehicles	2025
	Phase out all diesel-powered vehicles from our fleet	2025
Electricity Generators	Patronize only low emission, energy-efficient and noise proof electricity generators	2020
	Completely phase out use of generators as soon as Nigeria's electricity generation and distribution improves	2025
	Partner with independent power producers (IPP) to generate own renewable energy	2025
Air conditioners	Use energy efficient air conditioners	Ongoing
Computer Accessories	Implement the use, re-use and recycle policies	Ongoing
ATMs	Use renewable energy sources to power our ATMs	Ongoing
Masts	Reduce unnecessary demands	Ongoing
	Completely migrate to energy efficient, low emission communication towers	Ongoing
Electronic Wastes	 Adopt global best practices in e-waste management 	Ongoing Ongoing
WAR KANARAN	Adopt reduce, re-use and recycle approach	
Inverters/Batteries	Migrate to renewable energy powered inverters	Ongoing
	Adopt use, re-use and recycle policies	Ongoing



ZENITH BANK HEAD OFFICE - GHG AUDIT AND MANAGEMENT GHG Emission Fact Sheet for 2016



August 3, 2017

DESCRIPTION

Zenith Bank Plc appointed V4 Advisors SAL to conduct a Greenhouse Gas (GHG) audit, measured in tCO2eq, for its Head Office building in VI Lagos based on the Business-as-Usual (BaU) scenario.

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

CONCEPT OF THE GREENHOUSE GAS CALCULATION - GREENHOUSE GAS PROTOCOL

A GHG audit measures the impact of the organization's operation emissions on the environment. The carbon footprint generally begins with the identification of the emission sources from day-to-day operations. An inventory follows, accounting for the GHG emissions - most often in terms of kilograms or tones of CO2 equivalent (kgCO_{2e} or tCO_{2e}).

Scope 1: Direct emissions:

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

Scope 2: Indirect emissions:

Power purchased from the local utility (PHCN / PHC)

Scope 3: Other indirect emissions:

- Business related flight travels
- Paper Consumption

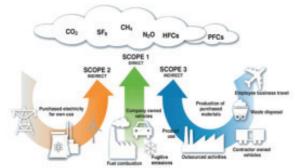


Figure 1: Requirements of the GHG Protocol

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

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

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



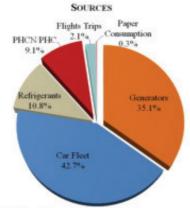
Figure 2: Built on GHG Protocol

ZENITH BANK HEAD OFFICE - GHG AUDIT AND MANAGEMENT **GHG Emission Fact Sheet for 2016**



FIGURES SUMMARIZING THE RESULTS OF ZENITH BANK'S TOTAL GHG EMISSIONS (TCO2e) FOR 2016

The total GHG emitted by Zenith Bank Head Office, employing 1,030 employees in a total area of 6,730.52 m² was 14,579.9 tCO2e in year 2016. This is equivalent to 14.2 tCO2e per employee or 2.2 tCO2e per m2. Figures 3 and 4 illustrate the main GHG emission sources.



SCOPES

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

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

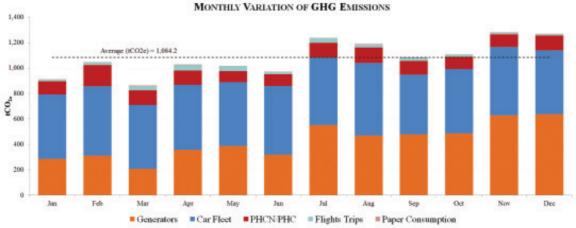


Figure 5: Zenith Bank Head Office total monthly GHG Emission variations

RESULTS EQUATES TO

The total GHG emission from Zenith Bank Head Office in 2016 is 14,579.9 tCO2e, equates to:



1,534.6 trips around the equator



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



668,802 pine trees that are 10 years old are needed to offset the Bank's GHG emissions (or a forest of 1,137 Km2)

V4 ADVISORS SAL | KASLIK PLAZA, 210 FLOOR | MAIN ROAD KASLIK | KASLIK - LEBANON | EMAIL: INFO@V4ADVISORS.COM Tel: +961 9 911 953 | www.V4Apvisors.com

ZENITH BANK HEAD OFFICE - GHG AUDIT AND MANAGEMENT GHG EMISSION FACT SHEET FOR 2016



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

Scope 2. Indirect emission from purchased energy (tCO _{2e})													
PHCN/PHC	104.4	167.2	114.6	111.9	88.4	92.2	115.8	121.3	106.4	96.1	98.3	116.8	1,333.5
Total Scope 2	104.4	167.2	114.6	111.9	88.4	92.2	115.8	121.3	106.4	96.1	98.3	116.8	1,333.5

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

Monthly total emissions	(
Total *	911.3	1,047.2	864.3	1,028.3	1,017.6	972.0	1,237.0	1,189.3	1,086.0	1,107.1	1,280.7	1,269.1	13,009.9

Yearly total emissions	(tCO _{2e})**	14.	,580	
Tearly total chilispions	(10021)		,000	

^{*} the total is calculated without the refrigerants

 $V4\;ADVISORS\;SAL\;|\;KASLIK\;PLAZA,\;2^{\tiny{ND}}\;FLOOR\;\;|\;\;MAIN\;ROAD\;KASLIK\;\;|\;\;KASLIK\;-\;LEBANON\;|\;EMAIL:\;INFO@V4ADVISORS.COM\;$ TEL: +961 9 911 953 | WWW.V4ADVISORS.COM

^{**} the total includes the emissions from refrigerants

The Zenith Bank **Mobile App**

...making life simple

- Buy airtime
- **Book flights**
- Make hotel reservations
- Pay electricity bills





www.zenithbank.com















Effluents and waste

Although Zenith Bank is a financial services institution, owing to our size, stakeholders and host communities are interested in how we manage the effluents and wastes we generate in our business operations. Water discharge management is also strictly regulated by local environmental authorities in the different states were we operate. If poorly managed, these wastes could impact host communities negatively, by contaminating their sources of water supply and polluting the physical environment. We adhere strictly to the regulatory standards set in all the locations where we operate. We are committed to the 'reduce, reuse and recycle' principle, as a way of significantly reducing the wastes that we generate and ensuring their responsible disposal.

Although this report covers our operations in Nigeria, the effluents and waste disclosures made in this section are based on data from our head office operations only.

As an environmentally friendly brand, we understand that we can significantly reduce the wastes we generate through more efficient use of assets and resources. We are also committed to sustainable waste management, and this entails, among other measures, reducing the amount of wastes sent to landfills, by adopting the principle of "Reduce, Reuse and Recycle." To improve efficiency in waste management bank-wide, the Bank intends to invest in standard bins for both landfill and recyclable waste. The project, which involves wastes differentiation and segmentation into paper wastes, glass wastes, liquid (bio-degradable) wastes and plastic wastes, has just commenced and was not completed as at the time of compiling this report.

In 2016, Zenith Bank continued its drive to standardize waste management methods bank-wide. In all the States where we operate, we have waste management contracts with State-owned or privately run waste management agencies. For example, in Lagos State where we have our Head office and the majority of our business offices, we use the services of the Lagos State Waste





Management Authority (LAWMA) for this purpose. This agency is currently responsible for the classification, measurement, and disposal of wastes generated by the Bank. LAWMA has adopted recycling as an effective, more environmentally friendly substitute for landfill and dumping. The agency's Clean Development Mechanism (CDM) initiative is in accordance with the United Nations Framework Convention on Climate Change (UNFCCC). Furthermore, we monitor and evaluate our contracted waste disposal agencies quarterly to ensure that our wastes, and especially the electronic wastes, are disposed in line with standard recycling regulations.

As a financial services institution, much of our waste type include fully depreciated and unserviceable items such as automobiles, computers and accessories, generators, air conditioners, construction wastes, among others. Zenith Bank does not generate hazardous waste.



The Bank has actively reduced the amount of wastes generated and sent to landfills using the Triple R Principle Reduce, Reuse and Recycle." According to reports produced by our Admin & Due Diligence Department, the total solid waste produced by the Bank's head office in 2016 was an estimated 20 tonnes, compared to 24 tonnes in 2015, a 16.7 percent reduction.

Similarly, solid waste generated per employee dropped from 0.0225 tonnes in the preceding year to 0.0196 tonnes in 2016, a 12.9 percent reduction.

Our solid and organic wastes are evacuated by government agencies and licensed contractors. Although our waste management system is not centralized, we adhere to the same guiding principles across all the branches of the Bank.

Fnvironmental compliance

As much as possible, we continue to prioritize compliance with national and global environmental regulations in our business operations and activities. As a financial intermediator, we have business relationships with players in all sectors of the economy. We understand that this exposes us to indirect environmental footprints, arising from the activities of our business partners, including investees, suppliers, contractors, among others.

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

The Corporate Sustainability and Responsibility Unit of the Bank works with our different business units to ensure environmental compliance. The team is in turn overseen by executive management and Board. The plan is to have Sustainability Champions in all our branches from 2017, saddled with the responsibility of ensuring compliance with the Bank's environmental and social policies, standards and government regulations.

Our grievance mechanism creates opportunities to settle disputes before they escalate, and offers stakeholders a trusted channel through which they can express their concerns. This helps the Bank to identify systemic issues and resolve them promptly. We have policies in place, and are currently training all employees on the need to be environmentally responsible. We will con-



tinue to prioritize stakeholders' complaint and feedback on environmental issues whenever they occur, and resolve same promptly and to the satisfaction of affected parties.

However, no environmental compliance failure was recorded in the year under review. Consequently, no fines were incurred during the review period. In some locations where we operate, environmental regulatory agencies served notices to our branches requesting proof of compliance with required environmental impact assessment. These requirements were met without fines and penalties.

Also, the Bank did not incur non-monetary sanctions for failure to comply with environmental laws and regulations within the period. This was achieved because we, as much as possible, complied with best environmental practices and upheld our swift reparation policy. Integrating effective conflict resolution skills into our daily relations with stakeholders has helped us to proactively reduce confrontations and avert litigations.

The Bank has consistently improved on its relationship with stakeholders and provided effective channels for them to air their grievances. In addition to our 24/7 customer care unit, departmental heads are always accessible to stakeholders. Complaint hotlines are also displayed conspicuously in our business locations. There are dedicated staff empowered to make restitutions and address customer concerns on the spot, where possible. As a result of these practices, Zenith Bank has always managed all environmental issues amicably and to the satisfaction of relevant stakeholders. Consequently, the Bank was not fined by regulatory authorities for any environmental infringement in 2016.





Customized Card
Zero Opening Balance
Zero Minimum Account Balance
Competitive Interest Rates

... and lots more

www.zenithbank.com

















SOCIAL

We offer our employees market-driven and competitive remuneration and a clear career path that would enable them achieve their goals.



Our business strategy is anchored on People, Technology and Service. We recognize employees as critical to our business continuity, long-term performance, and sustainability.

t Zenith Bank, employees are our most valuable assets. Our success as an organization depends ultimately on the competences, professionalism and productivity of our employees. This is one of our major competitive advantages. We are therefore committed to motivating our employees and ensuring that we continue to attract and retain the most talented professionals in our industry.

Our business strategy is anchored on People, Technology and Service. We recognize employees as critical to our business continuity, long-term performance, and sustainability. The skills, experience and commitment of our employees are critical for effective stakeholders' engagement and exceptional product and service delivery.

We offer our employees market-driven and competitive remuneration and a clear career path that would enable them achieve their goals. We are committed to attracting and retaining the best professionals in our industry and as such when our employees resign, we endeavor to elicit their opinion on how we can improve as an organization and improve on meeting employees' expectations. We also have formal and informal channels of communication with employees on how best to have a pleasant work environment for optimum productivity and employee satisfaction.

2016 Total	Permanent Em	nlovees
ZUIU IULAI	reillianent Lin	pioyees

Zenith Bank's Active Permanent Employees by Gender (Percentage)

Male	Female	Total	Male	female
3111	2859	5970	52.1%	47.9%

Active Contract Employees by Age Group, Gender and Region

Region	Female	Male	Total
North	191	240	431
East	78	67	145
South	174	143	317
West	558	459	1017
Total	1001	909	1910

2016 Contract New Employees by Age Group/Gender

AGE GROUP/GENDER	Female	Male	Total
20 - 30	280	314	594
31 - 40	5	4	9
41 & Above	1	0	1
Total	286	318	604



New employee hires and turnover

In 2016, a total of 136 new employees joined our organization, comprising 68 males and 68 females.

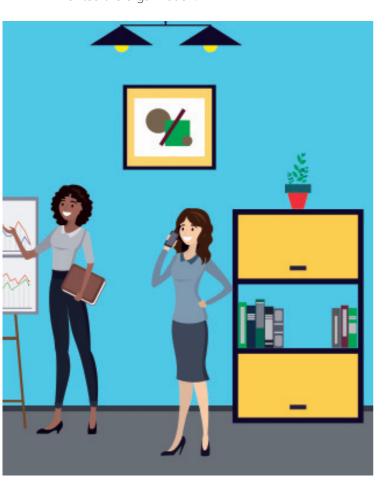
Of this new hires, 103 are within the 20-30 age group; 32 are within the 31-40 age group; while 1 new employee is within the 41 and above age range.

Regional classification of our new hires in 2016 is as follows: North, 27; East, 5; South, 31; and West, 73.

In 2016, 452 employees exited our organization, with a turnover rate of 7.37%. Forty-nine employees (10.84%) within the age range of 20-30 exited the Bank; 285 employees (63.05%) within the age range of 31-40 exited, while 118 employees (26.11%) within the age range of 40 and above also left the organization.

In 2016, 197 female employees constituting 43.58% exited the Bank, while 255 male employees constituting 56.42% also exited the organization.

Regional breakdown shows that 57 (12.64) employees from the North exited in 2016; 126 (27.94%) from the South; 118 (26.16%) from the East; and 150 (33.36%) exited from the West. One expatriate staff (Ghanaian) also exited the organization.



NEW HIRES IN 2016								
AGE GROUP/GENDER	Female	Male	Total					
20 - 30	54	49	103					
31 - 40	14	18	32					
41 & Above	0	1	1					
Total	68	68	136					

NEW HIRES BY GENDER AND REGION 2016									
REGION/GENDER	Female	Male	Total						
North	13	14	27						
East	4	1	5						
South	14	17	31						
West	37	36	73						
Total	68	68	136						

2016 TURNOVER RATE BY AGE GROUP				
AGE GROUP	TOTAL	RATE (%)		
20-30	49	10.84		
31-40	285	63.05		
41-Above	118	26.11		
TOTAL	452	100		

2016 TURNOVER RATE BY GENDER				
GENDER	TOTAL	RATE (%)		
FEMALE	197	43.58		
MALE	255	56.42		
TOTAL	452	100		

2016 TURNOVER RATE BY REGION				
REGION	NUMBER	RATE (%)		
NORTH	57	12.64		
SOUTH	126	27.94		
EAST	118	26.16		
WEST	150	33.26		
TOTAL	451*	100		

^{* 1} expatraite exit (Ghanaian)

Labor and management relations

We are mindful of the impact our business decisions could have on the career growth and overall wellbeing of our employees, and so these decision are made with in-depth considerations. Zenith Bank remains committed to adhering to all applicable labour laws and regulations in the different markets where it operates.

Consistent with international best practices, the Bank establishes policies and guidelines covering grievance reporting and resolutions; disciplinary and reward procedures; paid maternity and paternity leave; employee training and performance management; severance and separation benefits; among others.

Significant plans of operational changes that could impact the wellbeing of employees are communicated to them





in a timely manner before the actions are taken. Where regulatory minimum notice periods are not stipulated, we attempt to provide notice at the earliest practicable time. We remain committed to developing an enterprisewide policy mandating such minimum notice.

We shall continue to engage representatives of employees where they exist in the implementation of significant operational changes that could substantially affect our employees.

Freedom of association and collective bargaining

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

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

Occupational health and safety

Zenith Bank values the health, safety and wellbeing of its employees. The health and safety of our employees in the workplace is our responsibility as well as the responsibility of our employees. We ensure that our premises, machinery, systems and processes are safe. Fire prevention and fire-fighting equipment are installed at strategic locations within our premises, while periodic fire drills are conducted to create awareness amongst staff.

Zenith Bank enforces strict health and safety rules and practices in the workplace, which are reviewed and tested regularly. We retain top-class private hospitals where medical facilities are provided for staff and their immediate families at the Bank's expense.

Fire prevention and fire-fighting equipment are installed in strategic locations within the office premises, while occasional fire drills are conducted to create awareness amongst staff.

We operate both a Group Personal Accident and the Workmen's Compensation Insurance cover, for the benefit of our employees. We also operate a contributory pension plan in line with the Pension Reform Act.

Employees are encouraged to take reasonable care of themselves and others by observing all health and safety policies and promptly reporting potential health and other hazards to supervisors or designated safety officers. Zenith Bank retains top-class private hospitals where medical facilities are provided for staff and their





201	2016 EMPLOYEE TRAINING BY NUMBER, LEVEL, GENDER AND TRAINING HOURS							
S/N	LEVEL	MALE	FEMALE	TRAINING HOURS (MALE EMPLOYEES)	TRAINING HOURS (FEMALE EMPLOYEES)	TOTAL GENDER HOUR	AVERAGE HOUR BY EMPLOYEE CATEGORY	
1.	BOARD*	10	1	198	9	207	18.8	
2.	AGM-GM	50	21	1,485	783	2268	31.9	
3.	DM-SM	360	216	17,487	9585	27,072	47	
4.	BO-SAM	762	810	36,909	36,180	73,089	46	
5.	ET-ABO	1,595	1,622	48,708	43,992	92,700	29	
	TOTAL	2,777	2,670	104,787	90,549	195,336		

immediate families at the organization's expense. We operate both a Group Personal Accident and the Workmen's Compensation Insurance covers for the benefit of our employees. We also operate a contributory pension plan in line with Nigeria's Pension Reform Act.

The Bank's Workplace Safety Management Committee meets periodically to review health and safety concerns and promote occupational health and safety in the organization. Among other functions, the Committee conducts periodic safety and emergency preparedness drills within the office environment. Employees undergo Fire Prevention and Safety Management trainings to enhance their safety consciousness and emergency responses in the event of fire outbreak.

In 2016, we continued the training of our employees as Fire Marshals in conjunction with the Lagos State Fire Service. The essence of the training is to enable Fire Mar-



shals lead the process of staff and customer evacuation in the event of fire emergency. They are also required to create safety awareness within the organization.

In 2016, our Human Resources department in collaboration with Zenith Medicare continued routine com-

munication of useful health tips via email to help employees live healthier, and encourage work/life balance in line with our commitment to improving the quality of life of our employees.

We have a joint management-worker health and safety committee comprising a mix of middle level management staff and junior staff. Each floor within our Head Office Complex (Zenith Heights) and the adjoining buildings has a minimum of four (4) Safety officers (two for each wing/department). These officers are in charge of all Health and Safety related incidents and also coordinate the evacuation of staff during fire drill and emergency preparedness exercise. Our Risk Management department coordinates the activities of the committee and serves as its secretariat.

The Bank is in the process of setting up a Central Health, Safety and Environment (HSE) Committee, which will fully commence activities in 2017. The Committee is saddled with the responsibility of overseeing the Bank's HSE policies and practices and ensuring that they meet national and global standards in all environments where we operate.

Training and development

Our employees are our most valuable asset and competitive advantage. Our business strategy is anchored on People, Technology and Service. We understand that our employees are a critical success factor in excellent service delivery to customers. Consequently, we make significant investment in the development and training of our employees because our success depends on the expertise, competence, and commitment they possess.

We realize that for us to retain highly trained, skilled, competent and motivated employees, we have to offer them opportunities to improve their skills and maximize their potential. In accordance with the Bank's policy of continuous development, trainings are offered in our wellequipped training centres. These are complemented by on-the-job training. Employees of the Bank are nominated to attend both locally and internationally organized training programmes. Employees and their line supervisors share responsibility for identifying training needs of employees. Our biannual performance appraisal offers the opportunity for employees and line supervisors to identify training gaps and needs.

Our training programmes are a combination of informal/on-the-job (at unit/department level) or formal (classroom or computer based via elearning modules). Employees are required to participate in training programmes targeted at skills development and career growth. We also offer mandatory trainings to update employees of developments in the financial services industry, including anti-money laundering and combating the financing of terrorism in banks, operational risk management, and sustainability.

In 2016, average number of hours of employees' training was 194,652. Male employees' average hours of training was 37.4, while female employees' average hours of training was 33.8. Board members had 18.8 average hours of training, Assistant General Managers to General Managers' cadre had 31.9 average hours of training in 2016. Deputy Manager to Senior Manager Cadre; Banking Officer to Senior Assistant Manager Cadre; and Executive Trainee to Assistant Banking Officer cadre had 44, 46, and 29 average hours of training, respectively in 2016.

A total of N1,099,951,352.95 was spent on training during the 2016 financial year.

Diversity and equal opportunity

Zenith Bank adheres strictly to the principle of meritocracy and fairness as an equal opportunity employer. We understand that a diverse workforce confers competitive advantage on our brand, and so achieving this edge is part of the Bank's operational strategy. Zenith Bank is committed to promoting diversity and building a work community where everyone is respected for their distinctive skills, experiences and perspectives. Our employees come from diverse educational, professional and cultural backgrounds, bringing with them a wealth of experience that encourages continuous social learning from mixing and inter-cultural interactions.

We maintain a policy of giving fair consideration to the application for employment made by persons with disabilities. Our policy prohibits dis-

crimination against physically challenged

Zenith Bank adheres strictly to the principle of meritocracy and fairness as an equal opportunity employer. crimination against physically challenged persons in our recruitment, training and career development processes. In the event of members of staff becoming disabled, efforts are made to ensure that their employment continues, while they are put through appropriate trainings to ensure that they continue to fit into the working environment.

We encourage gender equality and offer equal opportunities to all personnel.

As at December 31, 2016, we had a total of 5,970 staff in our employment; 2,859 of these were female and 3,111 male, representing 47.9 percent and 52.1 percent of our total employees, respectively.

Also within the period, 75 employees made up our top management group (made up of assistant general managers, deputy general managers and general managers). Of this number, 23 were female and 52 were male, representing 31 percent





female and 69 percent male. During the same period, there were five members in the executive management group (made up of two executive directors, two deputy managing directors and the GMD/CEO). Of this number, four were male and one was female, representing 80 percent and 20 percent, respectively.

Zenith Bank is committed to continuous improvement of the femalemale ratio in the top management and executive management cadre of the organization. In 2016, we continued the implementation of female mentoring initiatives to identify talented female employees who have distinguished themselves over the years and have demonstrated immense leadership potentials. We also organized a female leadership training programme in fulfilment of the Bankers' Committee's Recommendation on Women Economic Empowerment. In the year under review, the Bank promoted a female to the position of a deputy managing director.

On age composition, the Bank's top management group had sixty (60) individuals representing 80 percent within the 30-50 years age group. Individuals above 50 years old in this cadre were 15, accounting for 20 percent. There were no employees under the age of 30 in our top management cadre in the year under review.

Zenith Bank is an equal opportunity employer. There is no pay disparity between the male and female gender in our workforce. We operate an equal pay for equal work policy. All employees in the organization receive the same remuneration across the same level, irrespective of gender or locations of operation. We have built an inclusive work environment where everyone is valued and can succeed strictly based on merit and requisite competences. We are guided by the International Labour Organization (ILO) Core Conventions principle of equal pay in the workforce.

	EMPL	OYEES BY GEND	ER RATIO		REGIONAL COMPOS	ITION OF BANK	S TOP MAN	AGEMENT
Female	Male Total Number of Proportion of Propo		f Proportion o	REGION/GENDE	R Female	Male	Total	
Employees	Male Employees	Employees	Female	Male	North	4	9	13
2.050	0.444	5.070	Employees	Employees	East	1	2	3
2,859	3,111 5,970 48%		52%	South	1	5	6	
AGE GROUP	OF BANK'S TO	MANAGEMENT	GROUP		West	17	36	53
AGE GROUP		Total		%	Total	23	52	75
Under 30		-						
30 - 50		60	60 80					
Over 50		15	15 20			COMPOSITION OF BANK'S EXECUTIVE MANAGEMENT		
Total		75		100	BY GENDER AS AT YEAR END 2016			
GENDER COMPOSITION OF BANK'S TOP MANAGEMENT GROUP			GENDER	GENDER Total %		%		
GENDER Total %		FEMALE	FEMALE 1		20			
FEMALE		23		31	MALE		4	80
MALE 52 69		69						
Total		75		100	Total		5	100

Non-discrimination

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

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

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

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



Child labor

Zenith Bank abhors and strongly condemns the use of child labor in all its areas of operation. As a responsible corporate citizen, we respect the rights, dignity and worth of a child and support basic educational empowerment for children in all the locations where we operate. We ensure that our suppliers, vendors, contractors and investees adhere to best practices in Human Rights protection, including the rights of the child.

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

We insist that a trained and certified Health and Safety personnel is retained by our contractors to ensure adherence to standard safety procedures. Going forward,





we plan to include child rights protection as a clause in our credit offer letters to customers in manufacturing, oil and gas sectors, and other sectors we determine to pose significant risk.

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

place to avoid a hazardous working environment.

Forced or compulsory labor

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

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

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

Clients, suppliers and subcontractors in remote locations pose significant risk of forced and compulsory labor. Our Environmental and Social Risk Management (ESRM) Policy expressly prohibits activities that are considered to pose significant exposure and risk. We exercise further due diligence in our financing decisions when we believe that there is considerable risk or exposure to incidences of forced or compulsory labor. In 2016, there were no incidences of forced and compulsory labor in our operations, those of our clients, suppliers, and subcontractors, to the best of our knowledge.

Human rights

No organization, entity, or people can function effectively and optimally without recognizing and respecting the rights of others in their sphere of influence. As a global entity, Zenith Bank understands the significance of making sure that the rights of its employees and cus-



tomers are not violated and that our investees and clients are not involved in operation that could result in the trampling of the rights of their employees or members of the host communities. As a bank, we go great lengths to ensure that we mitigate and manage any case of human rights abuse in line with laid down policies. Our Human Rights Policy is drawn in recognition of the principles and standards of the United Nations Universal Declaration of Human Rights.

The Bank ensures that employees are conversant with their rights as employees. To this end, proper training and awareness programmes on human rights are carried out periodically. Also our Global Credit Committee has continued to ensure that environmental and Social (E&S) due diligence is carried out on our clients and investees. Credit line and loan advances are screened







for social risk implications like the violation of labour laws, health and safety requirements and rights of indigenous communities. Zenith Bank is committed to developing and maintaining a structure that upholds human rights and abhors complicity in human rights violation. We will continue to improve on our human right protection and resolution mechanisms.

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

Local communities & social investments

Our local communities are integral to our business ecosystem. We attach great importance to their feedback in our day to day operations. We understand that no business can thrive in isolation of its host community. This is why we remain committed to creating viable chan-

nels of engagement with this group of stakeholders and nurturing a symbiotic relationship with them.

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

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

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

Our major focus in 2016 was on supporting government's effort at improving wellbeing and the life expectancy of Nigerians through quality healthcare de-



CSR PROJECTS AND INVESTMENTS IN 2016 BY SPENDING IN KEY AREAS OF FOCUS

Area of Focus	Amount	Beneficiaries/ Purpose
Health	N1,225,000,000.00	Donation of 10 mobile cancer screening units through Committee Encouraging Corporate Philanthropy CECP; donation to Private Health Sector Alliance; support for the building of Sickle Cell Centre in Delta State; healthcare intervention initiatives for different individuals.
Education	N259,000,000.00	Donations towards Ikota Education Foundation for the construction of two schools for boys and girls; scholarship for best Graduating Students from Nigerian Universities; scholarship for Nigerian Computer Society students; donation of Toyota Hiace Bus to Ebonyi State University
Sports	N174,000,000.00	Support for the Nigerian Football Federation (NFF); Nigerian Basketball Federation (NBBF); and Warri Wolves Jersey Sponsorship.
Government/ Public Infrastructure	N238,500,000.00	Donations to various States Security Trust Funds; support for Nigerian Police Force biennial games; among others
Others	N660,500,000	ICT & youth empowerment initiatives; women empowerment programs; arts exhibitions; donations to charity and foundations, among others
TOTAL SOCIAL INVESTMENTS	N2,557,000,000	



Some Specific CSR Projects and Beneficiaries in 2016 **Beneficiary** Amount Purpose **Committee Encouraging** Donation of ten (10) mobile cancer N1,225,000,000.00 **Corporate Philanthropy (CECP)** centres across the country Support for training of security **Lagos State's Security Trust** N100,000,000.00 personnel in Lagos State and security **Fund** facilities Title sponsorship of the Zenith National Nigeria Basketball Federation Women Basketball League, towards N39,000,000.00 (NBBF) sports development and female gender empowerment The Nigeria Institute of Donation towards the reconstruction of N100,000,000.00 Journalism (NIJ) **NIJ House Nigerian Computer Society** N15,750,000.00 Scholarship Fund For 35 Students Support for the construction of the **Ikota Education Foundation** N50,000,000.00 Hillrange Secondary School for boys and Roseville Secondary School for Girls Sponsorship towards the promotion of **Musical Society of Nigeria** N4,500,000.00 Nigeria's arts and culture **Nigerian Football Federation** Support for the development of N100,000,000.00 (NFF) Nigerian football Warri Wolves Football Club. Support for youths' career development

N35,000,000.00

N198,000,000.00

N187,264,096.39

N15,815,000.00

N9,602,712.00

N180,840,438.24

in sports

Centre

School

Centre

the School

livery in host communities. Having identified the lack of world class cancer management facilities in most parts of the country as a critical need, we partnered with a non-profit organization (the Committee Encouraging Corporate Philanthropy, CECP-Nigeria) to do something about the situation. In 2016, we expended over N1.2 billion on the purchase of ten (10) mobile cancer diagnostic

Delta State

Alliance

ICT Centre

Private Health Sector Health

University of Nigeria, Nsukka,

St. Finbarrs College Akoka Yaba

Ebonyi State University

Kaduna ICT Centre

and treatment centers in ten locations across the country. Our objective was to take cancer diagnosis and treatment to remote locations and the less privileged in the society.

Support for the Foundation's child and

Purchase of One (1) Hiace Bus for the

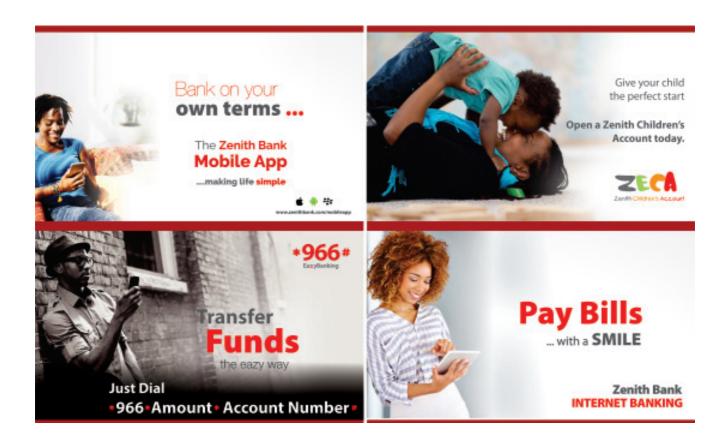
Purchase of 250kva Generator Set for

Construction and furnishing of ICT

maternal health Programmes

Construction and furnishing of ICT

In 2016, we invested a total of N2.557 billion (or US\$8.4 million) in diverse corporate social responsibility initiatives. This was a 177 percent leap from the N0.923 billion



(or U\$4.6 million) expended in 2015 and represented 2 percent of our profit after tax during the review period. We also supported the Ikota Educational Foundation towards the construction of Hillrange School for boys and Roseville School for girls, with a view to improving the standard of education in our society and taking world class education to the reach of the less privileged.

Our Zenith National Women Basketball League entered its eleventh year of uninterrupted sponsorship in 2016, with nearly 300 young female basketballers leveraging the platform to display their skills and improve their career prospects. The Zenith League continues to produce players that constitute Nigeria's National team (D'Tigeress), which represents the country 0in continental and international championships, including the Olympics.

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

Zenith Bank is a publicly quoted deposit money bank. We are therefore under obligation to give full disclosure on the products and services we offer to customers and the general public.

Product and service labeling

Zenith Bank is a publicly quoted deposit money bank. We are therefore under obligation to give full disclosure on the products and services we offer to customers and the general public. We understand the critical importance of transparency and accountabil-

ity in our dealings with investors and shareholders. We also understand our responsibility to ensure accurate representation of our products and services in all our media and marketing communication channels. This is important as it gives our stakeholders, customers and prospects the opportunity to make informed decisions about our products. Marketing of our products is guided by accurate and honest labelling.

We also make deliberate efforts to offer to customers and the general public products and services that meet and exceed their expectations. Employees are continuously trained on mastery of our products to enable them present them honestly and accurately at all times, and be able to give clients professional advice on products and services that meet their individual needs. They are also trained on the ethics of marketing, branding



and business communication.

Our account opening packages are designed to be legible and unambiguous. Investment product offering packages are meticulously prepared in line with global best practices and reviewed by our Legal department to ensure that our clients are not exposed to undue losses resulting from miscommunication. We are obliged as a bank to ensure that we give professional and factual information to our clients and investees at all times to ensure that they are fully aware of risks that may be associated with their product of interest.

Our product offerings in 2016 did not contravene any

product labelling laws, neither did they result in any negative social or environmental consequences.

Customer privacy

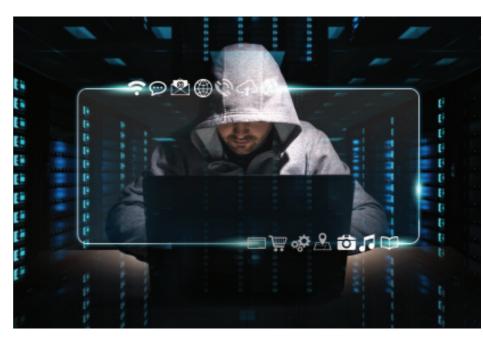
Customer privacy and security is a key concern for any institution that handles private and confidential customer information. As a financial services institution, the privacy of our customers is very important to us; and we view any breach of customer privacy as a punishable offence. As a responsible financial services institution, our customers have confidence in our ability to protect their business activities from undue exposure. We are aware that fraudsters are constantly on the prowl seeking to gain access to customer information for malicious purposes. If unguarded, this could result in major losses for the customer and the Bank.

Our IT security systems are constantly upgraded to more robust models that could repel or avert information breaches. Employees are also constantly trained on the required skills to protect confidential customer information.

The Bank has in place Compliance and Internal Control and Audit departments that enforce laid down rules and policies on customer confidentiality and privacy of transactions. Where these rules are proven to have been violated, appropriate sanctions are in place to punish offenders. These departments, in conjunction with our IT department, work to develop innovative technology and processes that protect accounts and transactions information. Policies have also been drafted to guide the operations of the Bank in respect to privacy. These policies are easily accessible to all employees through the Bank's intranet

Zenith Bank is the first company in Nigeria to achieve three ISO certifications from the British Standards Institute (BSI) in one financial year - ISO 22301 (Business Continuity Management); ISO 20000 (IT Service Management); and ISO 27001 (Information Security Management). The Bank was recertified in 2016 for all three after a successful audit process.

The rate of customer complaints about breach in confidentiality was insignificant in the year under review, attesting to the effectiveness of the Bank's procedures and policies on customer privacy.



Socioeconomic compliance

At Zenith, we are guided by policies, rules and regulations that are designed to keep every member of staff within acceptable norms of behavior. We are mindful that willful acts of noncompliance could have adverse impact on our performance, competitiveness and corporate survival. We therefore ensure that laid down rules and policies are complied with at all times.

Policies on our rules of engagement with our customers, shareholders, investors, investees, vendors, contractors, suppliers and other stakeholders are documented and made available to every employee of the Bank, to ensure compliance. Our business operations are also guided by these rules, and internal control processes are in place to monitor and enforce compliance.

	MONETARY FINES AND PENALTIES PAID IN 2016					
S/N	Descriptions	Amount Paid in =N=				
1	Penalty on returns of foreign currency transactions	2,000,000.00				
2	Penalty for contravening DMO Act of 2003 on lending to	4,000,000.00				
	tiers of Government.					
3	Penalty for incomplete customers' documentation.	10,000,000.00				
	TOTAL	16,000,000.00				

Management perceives these approaches to be effective, and will continue to work on improving them to close observed compliance gaps.

During the reporting year, the total monetary fine awarded against the bank was N16,000,000.00 (Sixteen Million Naira). See the above table.

During the reporting year, no non-monetary sanctions were awarded to the Bank.

OUR PRODUCT PORTFOLIO					
Retail Products	Corporate Products	E-Banking Products			
Individual Current	Fixed Deposit	Internet Banking			
Account					
Gold Current Account	Corporate Account	Alert Z			
Platinum Current	Treasury Bills	Swift pay			
Account					
Savings Account	FGN Bonds	Corporate Internet Banking			
ZECA	Zenith Funds	Trade Alert			
Aspire Account	Call Deposit	Automated Payroll			
Eazy Savings Classic	Services	Merchant Services			
Eazy Save Premium	Corporate Banking	Online Bill Payment			
Eazy Save Plus	Investment Banking				
Services					
Internet Banking					
Mobile App					
USSD Banking (*966#)					
Cards					

tive products that are specifically tailored to meet the needs of the segment of the market that they serve. Line managers have the responsibility to drive the development of these products subject to executive management's approval. Policies are also in place to guide the operations and procedures for developing these products. Review of our products are carried out periodically to ascertain their level of impact, and where necessary, adjustments or improvements are made

Our product and service development and delivery approach have proven to be highly effective, pointing to the impressive performance of the Bank in the year under review

Audit

We understand that effective monitoring and measurements are critical aspects of environmental and social footprints management. This is why we made reasonable efforts in the year under review to closely monitor and measure where we are in the sustainability journey, as a way of gauging our overall progress and charting the path to a better performance.

Our Internal Control and Audit department conducted several internal process

Product portfolio

Zenith Bank is a financial services institution. Our products are derived from our financial intermediary role in all the economies where we operate. We offer financial services and products to all sectors and segments of the economy using stateof-the-art technology, innovation and excellent customer care as our key selling point. Our products are uniquely designed to meet the specific needs of different customers, and we ensure that they are in compliance with existing rules and regulations.

We have different desks and business units that cater for the banking needs of different segments of the economy. The task of these business units is to create and champion innova-





audits in 2016, including an audit into customer complaints received and processed in 2016; review on the Bank's capital adequacy; stress test on the Bank's recovery and resolution plan; audit on the Environmental and Social Governance Structure of the Bank, among others.

Also during the year, we engaged for the first time, the services of an external auditor to measure and report on our 2016 carbon footprint in our head office complex. The Greenhouse Gas (GHG) audit, measured in tCO2eq, for our Head Office building in Victoria Island, Lagos was based on the Business-as-Usual (BaU) scenario. The audit was carried out by V4 Advisors SAL, guided by the Greenhouse Gas Corporate Standard, and using the GHG Protocol (GHGP) established in 1998 by the World Resource Institute (WRI) and the World Business Council for Sustainable Development (WBCSD). GHGP is the most credible and widely used protocol in the calculation of GHG emissions.

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

According to the audit report, the total GHG emitted by Zenith Bank Head Office, employing 1,030 employees in a total area of 6,730.52 m2 was 14,579.9 tCO2e in year 2016. This is equivalent to 14.2 tCO2e per employee or 2.2 tCO2e per m2.



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

Our plan is to carry out CO2 emission audit every year, going forward, using the 2016 report as our baseline. The essence is to enable us capture, monitor and measure our footprints more accurately and objectively, as a step towards improving on our overall environmental performance.

Active ownership

As a major financial services institution, we interact with diverse economic agents and have players in virtually every sector of the economy in our portfolio. We understand that some of their business activities which we fund, could have the potential to adversely affect society and the physical environment. We also understand our responsibility to ensure that we engage such third party relationships effectively, to mitigate the environmental and social risk they pose to us as a bank, and also, their negative impact on the larger society.

In 2016, the Bank's Executive Management approved a policy that would guide the integration of environmental and social risk considerations into our credit and investment transactions. When this policy takes full effect, environmental and social compliance would become a precondition for our decisions to approve or reject business transactions. The same policy will apply to our suppliers, vendors and contractors.

In the planned environmental and social risk management framework, every project will be subjected to risk evaluation and categorization as part of a broader environmental and social risk due diligence process. All projects that fall within categories A and B will be further investigated and a corrective action plan agreed with the investee before the transaction can proceed to the final stage of approval. The process is currently undergoing automation.

Also as part of this initiative, all major projects embarked on or funded by the Bank would be monitored, with the investees required to give quarterly report on progress and level of compliance with agreed corrective action plan and the stipulated E&S conditions. They would also be obligated to report periodically on new environmental and social issues that may arise during the lifespan of the project.



Our Corporate Sustainability & Responsibility team is working on implementing this policy in conjunction with our Credit Risk Management Group; Loan Review and Monitoring Department; Compliance Department; Up-country Credit Department; and the Risk Management Group. We will also ensure that our third party partners are informed about this policy change while mea-

sures will be put in place to support them with the tools and capacity they need to meet our new environmental and social compliance requirements. By the end of 2017, we expect to have made significant progress in this initiative.



... that is all it takes to get a Card

Open a Zenith Bank account and get your Card instantly at any of the following branches:

Abuja

- 63, Usman Street, Maitama.

Abule Egba

- 384, Lagos-Abeokuta Express Way, Abule Egba

Apapa

- 15. Warehouse Road, Apapa.

Benin

- 126, Akpakpava Road, Benin city.

Gowon Estate

- Plot 160, 111 Road, D Close, Gowon Estate, Ipaja.

Head Office

- Plot 84, Ajose Adeogun Street, Victoria Island.

Ibadan

- 1A, Obafemi Awolowo Way, Idi Moli, Ibadan

Ikeja

- 24, Oba Akran Avenue, Ikeja.

Marina

- 58, Marina Road, Lagos.

Port Harcourt

 7. Trans-Amadi Industrial layout, Port Harcourt.





































Our NSBP Scorecard:

Zenith Bank is making good progress in its sustainability journey. It started off with the establishment of the Zenith Philanthropy unit in 2002, which had the responsibility of identifying and funding projects that positively impact the wellbeing of local communities.

Through the experience we gathered in philanthropic social investments, we understood the need for a more robust, proactive and strategic approach. This led to the establishment of our Corporate Social Responsibility (CSR) unit. With the prevalence of global awareness on sustainable development, we were quick to realize the immense gains of sustainability to our core business. We integrated this with our existing CSR structure to give birth to our new Corporate Sustainability and Responsibility (CSR) unit.

In the last decade, we have committed to several global sustainability principles geared towards the social, economic and environmental wellbeing of our society. These include the IFC's Performance Standards; the World Bank Group Environmental, Health and Safety Guidelines; the United Nations' Universal Declaration of Human

In the last decade, we have committed to several global sustainability principles geared towards the social, economic and environmental wellbeing of our society.

Rights (UDHR); the United Nations' Environment Programme Finance Initiative (UNEP FI); the United Nations' Global Compact (UNGC), among others.

Zenith Bank committed to the Nigerian Sustainability Banking Principles (NSBP) on July 14, 2012 along with all banks, discount houses and development finance institutions in Nigeria. The nine principles were designed by the CBN and the Bankers' Committee in an effort to entrench sustainable banking policies and practices across the Nigerian banking landscape. The principles are in line with the Sustainable Development Goals of the United Nations, which Nigeria is also a signatory to

In the last four years of implementation, we have made significant progress in integrating the principles into our business operations and activities. Our sustainability strategy and framework are also deeply influenced by the nine Principles of the NSBP.

The table below outlines our progress in NSBP implementation in the financial year 2016.

NSBP PRINCIPLES	DEFINITION	OUR PROGRESS
PRINCIPLE 1.	Managing environmental and social risks in our business decisions.	Zenith Bank is a major financial services provider with investments and lending which cut across virtually all sectors of the economy, including oil and gas, real estate and construction, mining and solid minerals and agriculture, among others. Our lending policies have been redesigned to conform to the provisions of the NSBP. This helps to ensure that facilities are not extended to companies that have no proper pollution control mechanisms; engage in illegal activities; involve in manufacturing and selling of arms, or engage in forced or child labor and other forms of human rights abuses. Zenith Bank has in place, an Environmental and Social Management System (ESMS) that guides the management of E&S risks in its relations with borrowers. We take measures to avoid, mitigate and minimize the risks identified in our E&S risk due diligence. The ESMS of the Bank is based on the Equator Principles, the IFC Performance Standards, among other global sustainability principles. In 2016, 28 percent of all our transactions valued at about N840 billion were screened and accessed for E&S risk. This was a marked improvement from 2015 were, 15.2 percent of all transactions valued at N94 billion were screened and assessed for E&S risk. Our goal remains to expand our E&S risks dragnet to cover all major projects, irrespective of the sector, by 2020; and to all projects, major and minor, by 2025. We will continue to improve on the techniques and standards we deploy for more effective E&S risk management and monitoring.





PRINCIPLE 2.

Managing the bank's environmental and social footprints.

Zenith Bank is a financial institution and as such its direct environmental impact is limited to transportation and business travel, own electricity generated using fossil fuel, as well as daily operations, product development and service delivery activities. These include construction and maintenance of buildings, use of electronic gadgets such as ATMs, air conditioners, computers and accessories, servers, amongst others. Other noteworthy areas of impact include paper consumption and waste generation.

In 2016, Zenith Bank carried out its operations from 521 Buildings which consisted of 383 Branches, 62 Cash Offices, 60 ATM Buildings (Offsite), 10 Archive Buildings, 2 staff Training schools and 4 Guest Houses. 18 of these buildings were acquired or constructed in 2016.

Our solutions providers, suppliers of equipment and tools and contractors are encouraged to obtain required licenses and comply with all applicable environmental laws and regulations that govern their activities.

Our consumption of power from the national grid reduced from 4,132,144kwh as at 2015 to 2,856,362 kWh in 2016. In a bid to considerably reduce our carbon footprint, Zenith Bank is systematically working towards powering all our operations from alternative (renewable) sources, such as solar power. We have grown the number of our buildings powered by solar energy from 19 in 2015, to 141 in 2016. The immediate effect of this is seen in the bank's consumption of diesel to fuel offgrid power generation, which dropped from 2,002,025 litres in 2015 to 1,856,392 litres in 2016.

Similarly, fuel consumption by the bank's fleet reduced from an average of 760.83 litres per staff in 2015 to 745.28 per staff in 2016 at our head office. We have put in place policies to reduce our consumption of paper and water in our daily operations. This includes recycling of paper and automation of some banking processes. In 2016, 5 percent of all our paper waste was recycled in our Head office. Total paper consumption in our Bank's head office also reduced from 15,680 kg in 2015 to 11,200kg in 2016. We have made investments in water efficiency - such as the installation of automatic sensor taps in our washrooms - to reduce our water consumption.

Zenith Bank remains committed to ensuring safety in the workplace. In 2016, we trained 202 employees in Basic Emergency Response & First Aid. In addition, 50 participants were trained on Occupational Health & Safety.

Zenith bank has always been concerned and responsive to the needs of the less privileged and physically challenged in the society. In 2016, the Bank expended about N2.557billion on various philanthropic causes. In line with our equal opportunity employment policy, we have in our employment three physically challenged employees. Furthermore, in 2016, four additional branches were fitted to be friendly and accessible to our physically challenged customers and visitors.

PRINCIPLE 3.

Safeguarding Human Rights in our Business Operations and Activities

Zenith Bank espouses human rights in its business operations and activities, as well as in its dealings with employees, host communities, suppliers, vendors, contractors and other thirdparties. The Bank is committed to the protection of human rights in the workplace and the provision of a safe working environment. As an equal opportunity employer, the Bank does not allow any form of discrimination in its workforce and in its relations with external parties on the basis of neither race, color, religion, gender, (dis)ability nor marital status. We appreciate that a diversified workforce avails us a pool of high flying professionals with robust experiences and capabilities that are unique. This has enhanced our competitive edge in the industry.

We have in place our Code of Conduct and the Zenith Bank Human Right Policy which clearly lay down guidelines on how our employees are expected to relate among themselves and with all other stakeholders within our business operations. In addition, all our employees, contractors, agents, consultants and other business partners are encouraged to conform to the United Nations Universal Declaration of Human Rights (UDHR).

PRINCIPLE 4.

Promoting women's economic participation / empowerment through our Business Activities.

Zenith Bank operates a gender-inclusive workplace culture. In our business operations, we seek to provide products and services designed specifically for women. The female gender makeup of our total workforce remained 48 percent. Our male/female ratio for top management level staff for 2016 was 69:31. We will continue to improve on this aspect.

The Bank is also working towards implementing a female mentoring initiative. This will be an opportunity for talented female employees - who show outstanding potential for leadership - to be groomed for executive management positions within the Bank and its subsidiaries. Selected female staff will be assigned mentors from executive management. Furthermore, in fulfilment of the Bankers' Committee's Recommendation on Women Economic Empowerment, the Bank has invested over N74m in professional training and capacity building for female members of our workforce.

In the last twelve years, Zenith Bank has supported female participation in sports with its title sponsorship of the Zenith National Women Basketball League. Many alumni of the league currently have successful careers in national and international basketball teams around the world.

The bank supported 15 female entrepreneurs with facilities and loans of about N155million in 2016. The Bank will continue to support auspicious female entrepreneurs and create products that will effectively meet their specific business needs.

The executive management of the Bank has enforced a strict compliance to our 40 hours a week working policy. This is to encourage better work-life balance among all staff. Moreover, having our closing time set at 5pm, has allowed our staff the opportunity to meet their personal and family commitments.





PRINCIPLE 5.

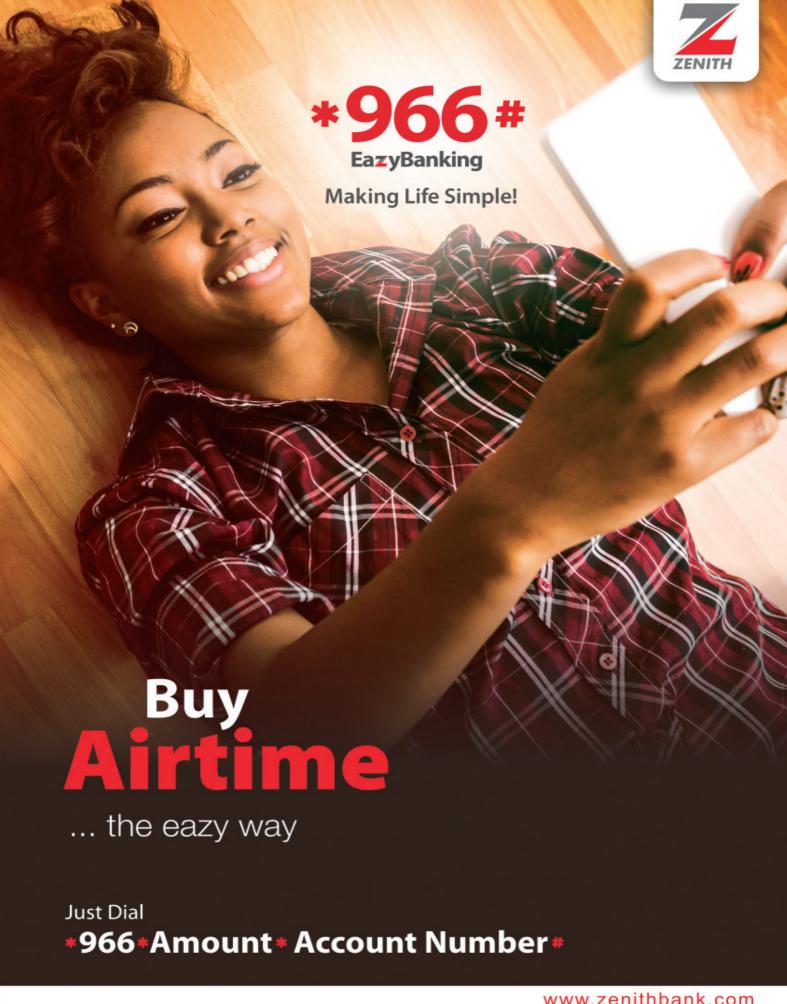
Promoting financial inclusion in communities and groups with limited access to the formal financial sector.

Zenith Bank is a key stakeholder in the Nigerian financial services industry. We continue to support all efforts at promoting financial inclusion and literacy in the country. The Bank has developed strategies for fostering financial inclusion in the country.

Our financial literacy strategy is aimed at empowering the financially excluded groups with necessary information and adequate knowledge on the various types of financial products and services that are available to them. In 2016, 205,138 previously unbanked individuals received financial services or products for the first time from Zenith Bank. We were able to achieve this through our several retail products that support this initiative, such as the Zenith Children's Account (ZECA), Zenith Integrated Student Account (ZISA), Aspire Account, EazySave Accounts (Classic & Premium), EazyMoney, Mobile Phone enabled, Agent Banking, and Zenith Mobile Banking.

We actively foster financial literacy among the disadvantaged groups. In 2016, three new branches with easy access for the physically challenged persons were constructed, bringing the total number in the bank to 16.

Furthermore, we have developed and deployed strategic e-banking products and platforms that would enable us reach out remotely to existing and potential customers. Our e-banking products have been redesigned to meet our Financial Inclusion Strategy. These products attract customers who do not previously use banking services by providing them easy access to banking services, especially through their mobile telephones. This is in accordance with the CBN's National Financial Inclusion Strategy (NFIS).



















		In addition, Zenith Bank has utilized Radio campaigns, TV Ads, social media, among other channels, to train beneficiaries of the Federal Government of Nigeria SURE-P schemes on how they could receive stipend payments through their mobile phones. We also organized a Financial Literacy Program and Workshop in November 2016 at Dugbe, Ibadan
PRINCIPLE 6.	Meeting the imperatives for good governance, transparency and accountability.	Zenith Bank has in place an E&S governance structure that supports its sustainable banking policies and practices. It clearly defines the roles, lines of responsibility, and processes for assessing, categorizing and managing environmental and social risks inherent in our operations. Our Corporate Sustainability & Responsibility Unit works with relevant departments of the Bank to drive our overall sustainability agenda, with executive management oversight.
PRINCIPLE 7.	Supporting capacity building through our Business Activities and Operations.	We continue to carry out E&S risk management training for all our employees. We have developed an E&S risk assessment course, "Introduction to Green Business and Sustainability" to train staff across all levels on the basics of E&S risk assessment. This course has been deployed on our Learning Management Portal and made mandatory for staff, from entry level to executive management level. In addition our tailor-made, classroom Sustainable Banking training has also been developed for staff. In the year under review, significant progress was made with the integration of sustainability into our quarterly anti-money laundering and Operational Risks trainings bank wide. We publish our "Sustainability Titbits" daily using staff official emails, while our intranet portal is also used to actively create E&S awareness



PRINCIPLE 8.	Promoting collaborative partnership to accelerate sector progress.	As part of our efforts to promote sustainability practices in the Nigerian financial services sector, we have collaborated with several global sustainability champions. Zenith Bank is a GRI Gold Community member. Through this membership, we are helping to reform sustainability and its reporting, as well as empowering decision-making towards more sustainable operations in the economy. Zenith Bank collaborated with the International Finance Corporation (IFC), and PROPARCO in 2016 towards making affordable financing accessible for real sector and economic development. Zenith Bank remains a member of the United Nations Environment Program Finance Initiative (UNEP-FI) and the United Nations Global Compact (UNGC). We continue to foster local and international partnerships towards accelerated growth and penetration of sustainable practices in the financial services sector. The Bank played an active role in the development of the 'Nigeria Sustainable Banking Principles (NSBP).' We are also a Member of the NSBP Implementation Steering Committee and the industry Sustainability Champions' Group, among others.
PRINCIPLE 9.	Reporting	As a signatory to the Nigerian Sustainable Banking Principles (NSBP), we remain fully committed to sustainability reporting. Zenith Bank published its first standalone Sustainability Report in 2015 (Nurturing People- Planet-Profit) using the Global Reporting Initiative (GRI-G4) principles and guidelines. The Bank will however be adopting the new GRI standard in its 2016 Sustainability Report. The Bank reports twice yearly to the CBN on its NSBP implementation progress. We also send annual reports to the IFC, UNGC, PROPARCO, among others.



Dial * 966# today...











Financial Inclusion

The overall goal of our financial literacy strategy is to assist in the attainment of financial independence and stability through the empowerment of citizens with knowledge on the various types of financial products and services that are available to them.

rinciple five of the NSBP requires us to promote financial inclusion in the Nigerian economy especially by developing products and services that meet the needs of the economically disadvantaged and also by making banking easier for, and more accessible to these groups. It is estimated that over 50 percent of the Nigerian adult population still do not have bank accounts and access to other financial services. We see it as our corporate social responsibility to empower the economically disadvantaged persons by giving them easy and affordable access to banking services. And financial literacy is an important first step towards achieving this goal.

The overall goal of our financial literacy strategy is to assist in the attainment of financial independence and stability through the empowerment of citizens with knowledge on the various types of financial products and services that are available to them.

While we are taking steps to reduce the preponderance of adults without access to (suitable) financial products, we are also exploring opportunities to promote financial literacy among the youth population. In 2016, we carried out financial literacy training programs at Ibadan Grammar School, Molete, Ibadan, in commemoration of the Central Bank of Nigeria's Financial Literacy Day. On 17th March 2016, 7th June 2016 and 29th November, 2016, students between the ages of 13 and 17 across the school grades were taken through various financial literacy sessions as well as a tour of our physical banking environment, in an effort to make the entire exercise hands-on. Prizes were also given out to students that excelled in the quiz that followed. We will continue to work with the CBN to make even greater impact through this initiative in the years ahead.



Retail Accounts: January 2016 to December 2016

Account Description	January 2016 to December 2016
Individual Current	21,254
Gold Current	1,229
Platinum Current	400
Salary Current	26,906
Savings Accounts	319,508
Cash Domiciliary accounts	930
Prepaid Reloadable	12,557
Virtual Savings	31,499
Salary Savings	73,999
Zenith Children Account	15,175
EazySave Classic	211,667
EazySave Premium	16,705
EazySave Plus	6
Aspire	39,507
	771,342

Our target is to reach all segments of the society that do not have access to financial knowledge, products and services.

Our target is to reach all segments of the society that do not have access to financial knowledge, products and services. Available data has shown that women, persons with disability, venerable groups, people in rural areas among others, have limited or no access to credit. Furthermore, an analysis of bank products shows that women and disadvantaged persons tend to be limited to savings (basic) accounts only, thus limiting the velocity and range of transactions that these groups can carry out.

Our analysis have also shown that women and disadvantaged persons tend to be constrained by the requirement for account opening balances. As part of our bid to promote financial inclusion, we have introduced the 'No account opening balance' initiative. This is in addition to several other products that have been successfully deployed by the Bank, including Zenith Children's Account (ZECA), Zenith Integrated Student Account (ZISA), Aspire Account, and so on.

We are investing heavily in technology banking to enable us reach Nigeria's huge unbanked population put at over 70 million people. With technology, we are sure to bring banking to dwellers in remote locations where our Bank may not even have physical presence. We are also actively reaching the unbanked population through their mobile telephone, which in Nigeria, is estimated to have reached almost every household.

We are therefore expanding our deployment of e-banking services as a keyway of driving our Financial Inclusion Strategy. And we have recorded a good measure of success in this regard. Our





BANKING CHANNELS BY STATES

			A attivis B.A. analysis t
	Approved and	Operational	Active Merchant Access Points (POS,
STATE	Deployed Branches	Automated Teller	m-POS, tablet, mobile
SIAIL	(Incl. Cash Centers) As	Machines (ATM) As At	phone, other devices)
	At 31/12/2016	31/12/2016	As At 31/12/2016
ABIA	9	21	101
ADAMAWA	7	19	50
AKWA IBOM	11	37	231
ANAMBRA	18	33	183
BAUCHI	2	10	15
BAYELSA	1	6	33
BENUE	4	15	65
BORNO	3	12	10
CROSS RIVER	8	18	111
DELTA	23	68	340
EBONYI	5	15	7
EDO	18	68	288
EKITI	2	8	5
ENUGU	17	30	170
FCT	58	148	1818
GOMBE	1	3	12
IMO	7	22	81
JIGAWA	3	2	1
KADUNA	8	25	81
KANO	16	52	91
KATSINA	3	7	4
KEBBI	4	2	2
KOGI	5	20	42
KWARA	5	12	37
LAGOS	184	463	4453
NASARAWA	2	5	26
NIGER	6	25	31
OGUN	15	20	187
ONDO	7	18	33
OSUN	6	20	32
OYO	15	57	144
PLATEAU	4	13	48
RIVERS	21	60	781
SOКОТО	5	7	13
TARABA	3	16	44
YOBE	2	1	2
ZAMFARA	2	4	7
TOTAL	510	1,362	9,579

new EazySave Classic Accounts grew from 70,717 in 2015 to 211, 667 in 2016.

USSD banking, one of our retail banking services has been used to serve the purpose of economic empowerment for targeted groups (banked and unbanked). The service allows anyone with a mobile phone to open an account, transfer funds, buy airtime, pay bills, make balance enquiries and perform other banking transactions, by just dialing our *966# short code. The service does not require internet access to function.

The USSD banking is convenient, fast, and a secure way to access bank accounts and perform banking transactions via non-smartphones, and without internet connectivity. This service is available to all individual account holders with any feature phones that run on the GSM platform. With the USSD banking, we plan to meet the

financial services needs of over 40 percent of adult Nigerians that are currently financially excluded.

In addition, the Bank continues to expand its network of Automated Teller Machines (ATMs), Point of Sales (POSs) terminals, branches and business offices throughout Nigeria. As at December 31st, 2016, the Bank had deployed 1,367 ATMs and 15,673 POS terminals across all the States of the federation.

We are also actively using the conventional and social media platforms to reach the youths and other segments of the Nigerian population. Radio campaigns, TV adverts, digital campaigns on social media, among others, are used to reach millions of people that have never opened a bank account or accessed any form of banking service.









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

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

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

Zenith Bank has always been a trail blazer in banking innovation and transformation. We will bring this culture

to bear in our sustainable banking endeavors. We will leverage the endless business opportunities that the evolving green industry offers both at the domestic and global fronts.

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

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



















Independent External Assurance Report



Ernst & Young Nigeria 10th and 13th Floor UBA House 57 Marina Lagos, Nigeria

Tel: +234 (01) 844 996 2/3 Fax: +234 (01) 463 0481 Email: services@ng.ey.com

www.ey.com

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

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

Scope and Subject matter.

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

Focus Area	Key Performance indicators	Sub-heading in sustainability report	Page
Social	Donation and charitable gifts (naira amount and percentage of profit after tax)	Local communities and social investments	95-97
	Customer complaints for the year ended (number of complaints and nairs amount claimed)	Ethics and Integrity	19-22
	Total employees by gender (number and percentage)	Diversity and equal opportunity	86-87; 90-91
	Total Board and top management staff (number and percentage in gender representation)	Diversity and equal opportunity/ Board of Directors and Board Structure.	90-91
	Analysis of fraud and forgeries returns (number and naira amount)	Ethics and Integrity	17-18
	Employee training and development (number, percentage of total employee and naira amount)	Training and development	89-90
	Employee turnover rate (number and percentage)	Employee: New employee hires and tumover	87
	Employee who have undergone training on fighting/combating financial crime (number and percentage of total employees)	Anti-corruption	61-62
	Analysis of Human Rights and non- discrimination policies and practices	Non-discrimination and Human rights	92-93
	Financial Inclusion and Financial Literacy activities for the year ended	Financial inclusion and Financial literacy	121-126
Economic	Economic value created for stakeholders and government	Economic performance	52-67
Environment	Energy consumption pattern within the organization	Energy consumption within the organization	68-71
	Carbon footprint measurement and management	Emissions/Audit	71-78

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



Ernst & Young Nigeria 10th and 13th Floor UBA House 57 Marina Lagos, Nigeria Tel: +234 (01) 844 996 2/3 Fax: +234 (01) 463 0481 Email: services@ng.ey.com

www.ey.com

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.



Ernst & Young Nigeria 10th and 13th Floor UBA House 57 Marina Lagos, Nigeria

Tel: +234 (01) 844 996 2/3 Fax: +234 (01) 463 0481 Email: services@ng.ey.com

www.ey.com

Summary of Work Performed

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

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

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

Conclusion

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

Other matter

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

Samuel Agbevem Ernst & Young Lagos, Nigeria

Date: 25 August 2017

GRI Standards Content Index

GRI Standards Content Index 2016				
GRI Standard	Disclosure Page Number(s)	Omission		
Zenith Bank's 2016 Sustainability Report has been prepared in accordance with GRI Standards; Core option (GRI 102-54); and GRI content index (GRI 102-55) General Disclosures				
deficial disclosures	102-1: Zenith Bank	Cover Page		
	102-1: Zernti Bank 102-2: Business Focus	31-33		
	102-3: Contact Information	140		
	102-4: Business Focus – Our Branches	33-35		
	102-5: Ownership and legal form	26-29		
	102-6: Business Focus	31-36		
	Financial Inclusion	121-126		
	102-7: Our Corporate Profile	12-15		
	Governance, Ownership & Structure	25-29		
	102-8: Market Presence	57-58		
GRI 102:	Employment and labor Relations	86-87		
Organizational Profile	102-9:Supply chain	37		
2016	102-10: Governance, Ownership & Structure	25-29 ; 37		
	102-11:Occupational Health and Safety	88		
	Chairman's Statement	6-7		
	102-12: External collaborations & institutional membership	14-15		
	About This Report	3		
	102-13: Nigerian Sustainable Banking Principles (NSBP)	105-126		
	Our Corporate Profile	12-15		
	102-14: Chairman's Statement	6-7		
GRI 102: Strategy2016	GMD/CEO's Statement	8-9		
GRI 102: Ethics and Integrity2016	102-16: Our Corporate Profile	12-15		
	102-17: Ethics and Integrity	17-23		
	102-18: Organisational Structure	25		
	102-20: E&S Governance 102-22: Board of Directors &Board	29		
GRI 102: Governance 2016	Structure	27-28		
	102-23: Board of Directors &Board Structure	27-28		



GRI Standards Content Index 2016			
	102-29: E&S Governance	29	
	102-40: Our stakeholders	39-46	
GRI 102	102-41: Freedom of Association and Collective Bargaining	88-89	
	102-42: Stakeholders' Mapping	40-41	
Stakeholder Engagement2016	102-43: Engagement with Stakeholders	40-42	
	102-44: Stakeholders' key issues and concerns	43-46	
	102-45: Business Focus	31-36	
	Zenith Bank 2015 Group Annual Report	53-58	
	102-46: About This Report	3	
	102-47: Executive Summary	4	
GRI 102	102-48: Restatements of information	There are no restatements of information in the report	
Reporting Practice	102-49: Changes in reporting	There are no changes in reporting periods	
2016	102-50: Reporting period	January 1, to December 31, 2016	
	102-51: About This Report	3	
	102-52: Reporting cycle	Annual	
	102-53: Contact Information	140	
	102-54: About This Report	3	
	102-55: Zenith Bank GRI content index	134-139	
GRI 200 ECONOMIC STANDARD SERIES			
Economic Performance			
GPI 103:Management Approach	103-1 Economic Performance	52	
GRI 103:Management Approach 2016	103-2 Economic Performance	52	
	103-3 Financial scorecard	52	
GRI 201: Economic Performance 2016	201-1 Economic Performance	52-57	
Market Presence			
	103-1 Market Presence & Minimum Wage	57	
GRI 103:Management Approach 2016	103-2 Market Presence & Minimum Wage	57	
	103-3 Market Presence & Minimum Wage	57	
GRI 202:Market Presence 2016	202-1 Market Presence & Minimum Wage	58	
	•		

GRI Standards Content Index 2016				
Indirect Economic Impact				
GRI 103:Management Approach 2016	103-1 Indirect Economic Impact	58		
	103-2 Indirect Economic Impact	58		
	103-3 Indirect Economic Impact	58-59		
GRI 203:Indirect Economic Impacts	203-2 Indirect Economic Impact	58-60		
Procurement Practices				
	103-1 Procurement Practices	60		
GRI 103:Management Approach 2016	103-2 Procurement Practices	60		
	103-3 Procurement Practices	61		
GRI 204: Procurement Practices 2016	204-1 Procurement Practices	61		
Anti-corruption				
	103-1 Anti-corruption	61		
GRI 103:Management Approach 2016	103-2 Anti-corruption	61		
	103-3 Anti-corruption	62		
GRI 205: Anti-corruption 2016	205-2 Anti-corruption	62		
GRI 300: ENVIRONMENTAL STANDARDS S	ERIES			
Energy				
	103-1 Energy	68		
GRI 103:Management Approach 2016	103-1 Energy 103-2 Energy	68 68		
GRI 103:Management Approach 2016				
	103-2 Energy	68		
GRI 103:Management Approach 2016 GRI 302: Energy 2016	103-2 Energy 103-3 Energy	68		
	103-2 Energy 103-3 Energy 302-1	68 68		
GRI 302: Energy 2016	103-2 Energy 103-3 Energy 302-1	68 68		
GRI 302: Energy 2016	103-2 Energy 103-3 Energy 302-1 Consumption within the organization	68 68 69-71		
GRI 302: Energy 2016 Emissions	103-2 Energy 103-3 Energy 302-1 Consumption within the organization 103-1 Emissions	68 68 69-71 71-72		
GRI 302: Energy 2016 Emissions	103-2 Energy 103-3 Energy 302-1 Consumption within the organization 103-1 Emissions 103-2 Emissions	68 68 69-71 71-72 72		
GRI 302: Energy 2016 Emissions GRI 103:Management Approach 2016	103-2 Energy 103-3 Energy 302-1 Consumption within the organization 103-1 Emissions 103-2 Emissions 103-3 Emissions	68 68 69-71 71-72 72		
GRI 302: Energy 2016 Emissions GRI 103:Management Approach 2016 GRI 205: Emissions 2016	103-2 Energy 103-3 Energy 302-1 Consumption within the organization 103-1 Emissions 103-2 Emissions 103-3 Emissions	68 68 69-71 71-72 72		
GRI 302: Energy 2016 Emissions GRI 103:Management Approach 2016 GRI 205: Emissions 2016	103-2 Energy 103-3 Energy 302-1 Consumption within the organization 103-1 Emissions 103-2 Emissions 103-3 Emissions 305-1 Direct GHG Emissions	68 68 69-71 71-72 72 72 73		
GRI 302: Energy 2016 Emissions GRI 103:Management Approach 2016 GRI 205: Emissions 2016 Effluents and Waste	103-2 Energy 103-3 Energy 302-1 Consumption within the organization 103-1 Emissions 103-2 Emissions 103-3 Emissions 305-1 Direct GHG Emissions	68 68 69-71 71-72 72 72 73		



Environmental Compliance				
	103-1 Environmental Compliance	81		
GRI 103:Management Approach 2016	103-2 Environmental Compliance	81		
	103-3 Environmental Compliance	81		
CDI 207. Fwissians 2016	·			
GRI 307: Emissions 2016 307-1 Environmental Compliance		82		
GRI 400 SOCIAL STANDARDS SERIES				
Employment				
	103-1 Employment	86		
GRI 103:Management Approach 2016	103-2 Employment	86		
	103-3 Employment	86		
GRI 401: Employment 2016	401-1New employee hires and turnover	87		
Labour / Management Relations				
	400 41 1 104			
	103-1 Labour and Management Relations	87		
GRI 103:Management Approach 2016	103-2 Labour and Management Relations	87		
	103-3 Labour and Management Relations	87		
GRI 402:Labor/				
GRI 402:Labor/	GRI 402-1 Labour and Management	88		
Management Relations 2016	Relations			
Occupational Health and Safety				
	103-1 Occupational Health and Safety	88		
	103-1 Occupational Health and Safety	88		
	103-1 Occupational Health and Safety 103-2 Occupational Health and Safety	88 88		
Occupational Health and Safety				
Occupational Health and Safety				
Occupational Health and Safety GRI 103:Management Approach 2016	103-2 Occupational Health and Safety	88		
Occupational Health and Safety GRI 103:Management Approach 2016 GRI 403:Occupational Health and	103-2 Occupational Health and Safety	88		
Occupational Health and Safety GRI 103:Management Approach 2016 GRI 403:Occupational Health and Safety2016	103-2 Occupational Health and Safety 103-3 Occupational Health and Safety	88		
Occupational Health and Safety GRI 103:Management Approach 2016 GRI 403:Occupational Health and	103-2 Occupational Health and Safety 103-3 Occupational Health and Safety GRI 403-1 Occupational Health and Safety	88 88 88-89		
Occupational Health and Safety GRI 103:Management Approach 2016 GRI 403:Occupational Health and Safety2016 Training and Education	103-2 Occupational Health and Safety 103-3 Occupational Health and Safety GRI 403-1 Occupational Health and Safety 103-1 Training and development	88 88 88-89 89		
Occupational Health and Safety GRI 103:Management Approach 2016 GRI 403:Occupational Health and Safety2016	103-2 Occupational Health and Safety 103-3 Occupational Health and Safety GRI 403-1 Occupational Health and Safety 103-1 Training and development 103-2 Training and development	88 88 88-89 89-90		
Occupational Health and Safety GRI 103:Management Approach 2016 GRI 403:Occupational Health and Safety2016 Training and Education	103-2 Occupational Health and Safety 103-3 Occupational Health and Safety GRI 403-1 Occupational Health and Safety 103-1 Training and development	88 88 88-89 89		
Occupational Health and Safety GRI 103:Management Approach 2016 GRI 403:Occupational Health and Safety2016 Training and Education	103-2 Occupational Health and Safety 103-3 Occupational Health and Safety GRI 403-1 Occupational Health and Safety 103-1 Training and development 103-2 Training and development	88 88 88-89 89-90		
Occupational Health and Safety GRI 103:Management Approach 2016 GRI 403:Occupational Health and Safety2016 Training and Education GRI 103:Management Approach 2016	103-2 Occupational Health and Safety 103-3 Occupational Health and Safety GRI 403-1 Occupational Health and Safety 103-1 Training and development 103-2 Training and development 103-3 Training and development	88 88 88-89 89-90 89-90		
Occupational Health and Safety GRI 103:Management Approach 2016 GRI 403:Occupational Health and Safety2016 Training and Education GRI 103:Management Approach 2016 GRI 404: Training and Education 2016	103-2 Occupational Health and Safety 103-3 Occupational Health and Safety GRI 403-1 Occupational Health and Safety 103-1 Training and development 103-2 Training and development 103-3 Training and development 404-1 Training and development	88 88 88-89 89-90 89-90 89-90		
Occupational Health and Safety GRI 103:Management Approach 2016 GRI 403:Occupational Health and Safety2016 Training and Education GRI 103:Management Approach 2016 GRI 404: Training and Education 2016	103-2 Occupational Health and Safety 103-3 Occupational Health and Safety GRI 403-1 Occupational Health and Safety 103-1 Training and development 103-2 Training and development 103-3 Training and development	88 88 88-89 89-90 89-90		
Occupational Health and Safety GRI 103:Management Approach 2016 GRI 403:Occupational Health and Safety2016 Training and Education GRI 103:Management Approach 2016 GRI 404: Training and Education 2016 Diversity and Equal Opportunity	103-2 Occupational Health and Safety 103-3 Occupational Health and Safety GRI 403-1 Occupational Health and Safety 103-1 Training and development 103-2 Training and development 103-3 Training and development 404-1 Training and development 103-1 Diversity and Equal Opportunity	88 88 88-89 89-80 89-90 89-90 90		
Occupational Health and Safety GRI 103:Management Approach 2016 GRI 403:Occupational Health and Safety2016 Training and Education GRI 103:Management Approach 2016 GRI 404: Training and Education 2016	103-2 Occupational Health and Safety 103-3 Occupational Health and Safety GRI 403-1 Occupational Health and Safety 103-1 Training and development 103-2 Training and development 103-3 Training and development 404-1 Training and development	88 88 88-89 89-90 89-90 89-90		
Occupational Health and Safety GRI 103:Management Approach 2016 GRI 403:Occupational Health and Safety2016 Training and Education GRI 103:Management Approach 2016 GRI 404: Training and Education 2016 Diversity and Equal Opportunity	103-2 Occupational Health and Safety 103-3 Occupational Health and Safety GRI 403-1 Occupational Health and Safety 103-1 Training and development 103-2 Training and development 103-3 Training and development 404-1 Training and development 103-1 Diversity and Equal Opportunity 103-2 Diversity and Equal Opportunity	88 88 88-89 89-80 89-90 89-90 90		
Occupational Health and Safety GRI 103:Management Approach 2016 GRI 403:Occupational Health and Safety2016 Training and Education GRI 103:Management Approach 2016 GRI 404: Training and Education 2016 Diversity and Equal Opportunity	103-2 Occupational Health and Safety 103-3 Occupational Health and Safety GRI 403-1 Occupational Health and Safety 103-1 Training and development 103-2 Training and development 103-3 Training and development 404-1 Training and development 103-1 Diversity and Equal Opportunity	88 88 88-89 89-90 89-90 89-90		

GRI Standards Content Index 2016		
GRI 405: Diversity and Equal Opportunity	405-1 Diversity and Equal Opportunity	90-91
2016	405-2 Diversity and Equal Opportunity	90-91
Non-discrimination		
	103-1 Non-discrimination	92
GRI 103: Management Approach 2016	103-2 Non-discrimination	92
	103-3 Non-discrimination	92
GRI 406: Non-discrimination 2016	406-1 Non-discrimination	92
Child Labor		
	103-1 Child Labor	92
GRI 103: Management Approach 2016	103-2 Child Labor	92
,	103-3 Child Labor	92
GRI 408: Child Labour 2016	408-1 Child Labor	92-93
Forced or Compulsory Labor		
	103-1 Forced or Compulsory Labor	93
GRI 103: Management Approach 2016	103-2 Forced or Compulsory Labor	93
	103-3 Forced or Compulsory Labor	93
GRI 409: Forced or Compulsory Labor 2016	409-1 Forced or Compulsory Labor	93
Human Rights Assessment		
GRI 412: Human Rights Assessment 2016	GRI 412-2 Human Rights	93;95
Local Communities		
GRI 413: Local Communities		
2016	GRI 413-1Local Communities	95-98
Product and Service Labeling		
GRI 417: Product and Service Labeling 2016	417-1 Product and Service Labeling	98-99
Customer Privacy		
GRI 418: Customer Privacy 2016	GRI 418-1 Customer Privacy	99
Socioeconomic Compliance		
GRI 419: Socioeconomic Compliance 2016	GRI 419-1 Socioeconomic Compliance	99-100



GRI Standards Content Index 2016		
FINANCIAL SERVICES SECTOR SPECIFIC		
Product Portfolio		
Management Approach 2016	Product Portfolio	100
G4-FS6: Product Portfolio2016	G4-FS6 Product Portfolio	100
Audit		
Management Approach 2016	Audit	100-101
G4-FS9: Audit 2016	G4-FS9 Audit	100-101
Active Ownership		
Management Approach 2016	Active Ownership	101-102
G4-FS10: Active Ownership 2016	G4-FS10 Active Ownership	101-102
NIGERIAN SUSTAINABLE	BANKING PRINCIPLES (NSBP)	
NSBP Principles		
Principle 1	P1: Our business activities: E&S risk management	107
Principle 2	P2: Our business operations: E & S footprint	110
Principle 3	P3: Human Rights	111
Principle 4	P4: Women economic empowerment	112
Principle 5	P5: Financial inclusion	114
Principle 6	P6: E &SGovernance	116
Principle 7	P7: Capacity building	116
Principle 8	P8: Collaborative partnerships	118
Principle 9	P9: Reporting	118
Financial Inclusion		
Financial Inclusion Report 2016	Financial Inclusion	121-126



Contact Information

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

All feedback and enquiries should be directed to:

The Head

Corporate Sustainability & Responsibility (CSR)

Zenith Bank Plc

Corporate Head Office

Zenith Heights

87, Ajose Adeogun Street

Victoria Island,

Lagos, Nigeria

Email: sustainability@zenithbank.com; csr@zenithbank.com; zenithdirect@zenithbank.com

Phone: +234 1 278 1049, +234 1 278 1047, +234 1 278 1048, +234 704 0000

831

www.zenithbank.com













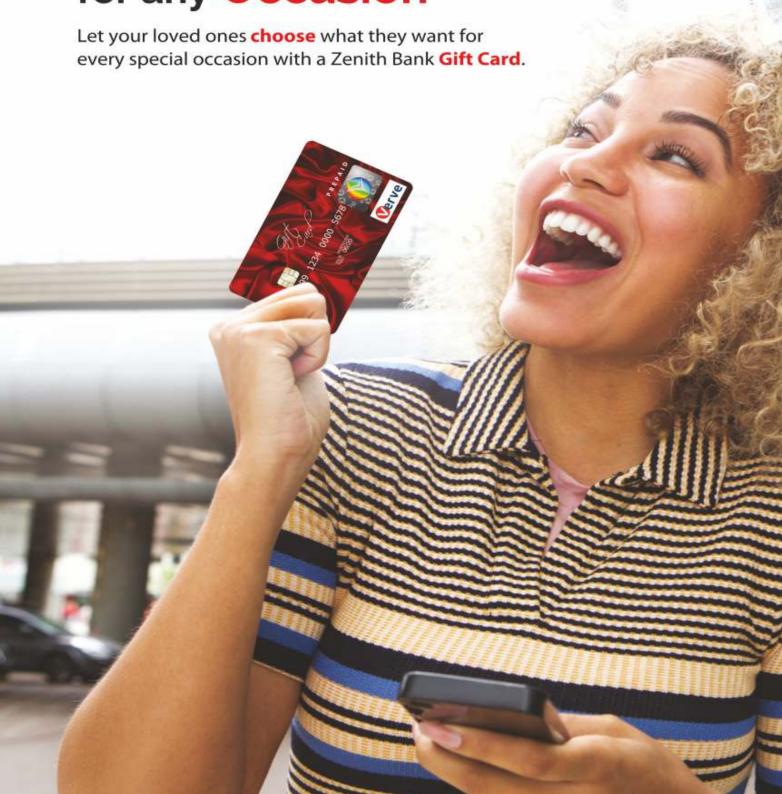




+234 1 278 7000, +234 1 292 7000, +234 1 464 7000, 0700ZENITHBANK



The Ideal Gift for any Occasion



www.zenithbank.com















