

Creating opportunities for growth

Environmental, Social and
Governance Report 2019



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Executive Summary

UBA fully recognises the impact of local economic, social, and environmental factors on its operating environment. With the needs of our stakeholder community in mind, we strive to turn challenges into opportunities, while simultaneously working to mitigate potential risks to the Bank. We were able to absorb and adapt to these external challenges in a manner that has effectively demonstrated the resilience of our strategic management and the strength of our operations.

The Bank is fully aware of the challenges still ahead – such as population growth, ongoing economic volatility, and the finite nature of our rapidly depleting natural resources.

An anchored culture of sustainability at UBA predicates constant analysis and evaluation of developments for potential risks and

opportunities. These actions are undertaken with the purpose of capitalizing on the benefits and reducing any negative impact on our business.

UBA's core business is to develop, market, and sell financial services that have the potential to drive sustainable growth and development. We promote a culture of competence and professionalism that is prevalent across all our interactions with customers, investors, and employees. The relationship of trust that we have cultivated with our customers is our most valuable asset; it is why we hold all "Lions and Lionesses" to the highest standards in everything they do.



About this Report

This is the maiden standalone sustainability report by the United Bank for Africa. It focuses on the Bank's sustainability journey. It offers a comprehensive view of UBA's performance in terms of environmental, social and Governance(ESG) practices in 2019.

This report adopts the Global Reporting Initiatives(GRI) standards, a framework developed by the Global Sustainability Standards Board(GSSB) in October 2016. We emphasize some of the material aspects of our operations, strategy and sector specifications in line with the requirements of the GRI reporting framework. Also, the 2019 sustainability report incorporates reporting requirements from other guidelines such as the Nigerian Sustainable Banking Principles (NSBP) and Equator Principles.

Our data collection methodology was a triangulated approach that incorporated primary and secondary data sources. The primary sources were from the Bank's internal processes and operations, while the secondary sources had to do with third party information collected from our borrowers and vendors and other external stakeholders. The integrity and reliability of our data was very paramount in the data collection process. Also, we ensured that the data uncovers salient issues that would support our internal decision making processes. It should reveal areas we have done well and areas that require improvements.

As the maiden sustainability report for the United Bank for Africa, it intends to provide insights into what the Bank has done to drive down the message of sustainable financing. It presents our clear sight into the connected principles of Profit, People and Planet. These themes are however, further emphasized in the Bank's Annual reports and Accounts. The considerations in the materiality assessment is to highlight issues of critical concern to our stakeholders and that have potential to deter the progress and execution of our strategy. We adopted a robust feedback mechanism to determine the areas to prioritize and this includes consultations with executive management and stakeholders at different cadres.

Chairman's Statement



It is my honour to present the maiden standalone sustainability report of our Bank, the United Bank for Africa plc. This is a further reiteration of your Bank's commitment to leaving an enduring legacy for the future.

When we say we are committed to building an enduring institution, sustainability is at the heart of that commitment. This statement underlines our sustainability strategy. Our idea of sustainability is underpinned by the position we occupy in the banking space in Africa. It is imminently heart-warming to know that we are the only sub-Saharan African bank regulated by both the office of the Comptroller of Currency in the United States

and the Prudential Regulations Authority in the United Kingdom. This is a rare milestone that reinforces our brand as Africa's Global Bank and at the same time places demands on us to consistently push the frontiers of sustainable banking in Africa.

Because we believe that charity begins at home, that is why we initiated several actions to reduce our environmental footprints. One of such initiatives is the reduction of energy and water consumption at the corporate head office by installing motion sensor light bulbs and sensor controlled faucets across the building.

In 2019, we championed a paperless policy drive to curtail our environmental footprint. This is a significant milestone where we have seen paper usage cut down by about 85 percent, just within first three months of implementing this initiative. Our target is to achieve 100 percent paper usage reduction by the end of 2020.

In the coming years, we plan to strengthen our local and international partnerships to drive our delivery of the sustainable development goals (SDGs). In addition to existing partnerships with the Central Bank of Nigeria(CBN), UNEP and a host of others, we plan to formalize our membership of the Equator Principles Association(EPA) and get listed on the EPA's website. We believe this will reaffirm our commitment to ensuring that our project finance and related activities are done in line with the Equator Principles. Also, it is to further reinforce our commitment to delivering sustainable value to our shareholders in a manner that preserves current and future population and the planet.



GMD's Statement

The vision for our Bank is to be the undisputed leading and dominant financial services institution in Africa. This mandate that we have set for ourselves requires that we aspire at all times to conduct ourselves in an ethical and responsible manner. To embrace this enormous task fearlessly, we found it worthy to establish the UBA Foundation which continues to serve as the vehicle with which we have been able to drive the group's Corporate Social Responsibility(CSR) initiatives spanning **Education, Economic Empowerment and Environment.**

As Africa's global bank, we are committed to being a socially responsible company and a role model for all businesses in Africa. It is for this reason that we are keen on integrating sustainability into our day-to-day business activities. To this end, we have developed an Environmental and Social Management System (ESMS) and intend to ferociously pursue its implementation. The intention is to build a management system made up of well trained, committed people routinely following procedures and continually improving, in line with our shared values of **Enterprise, Excellence and Execution.**

We believe that sustainability is the foundation of our long-term growth and profitability. Not only is it an integral part of our overall business strategy, it is also the right thing to do. It is the right thing for our customers, our suppliers, our shareholders; our communities and for our staff as core members of the Bank.

Sustainability has been embedded into the overall objective of our Bank's Transformation agenda. The goal is simply to be the number 1 in CBN's sustainability ranking by the end of 2020. We intend to achieve this goal by riding on the back of technology to seamlessly implement our action plans. We shall focus on automating the Bank's environmental and social impact screening and assessment system. Our Nigerian Sustainable Banking Practices (NSBP) reporting platform will also be automated to allow for easy collation and retrieval of data.

This is the year we shall build strong partnerships and prioritize sustainability awareness across the enterprise. Senior management is excited about this journey and we shall demonstrate this indeed and by setting the right tone from the top. We shall lead from the top as "Sustainability Champions".



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Bank**
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With presence in 20 African countries and 3 global financial centres; London, New York and Paris, UBA is connecting people and businesses through retail and corporate banking, innovative cross-border payments and trade finance.

Materiality Process



The materiality concept is the guiding principle for understanding the Bank's stakeholders' needs. At UBA we have established an engagement process for collecting, organizing and analysing the issues that are most pressing for our stakeholders. Through the filtering process we are able to identify, collate and analyse concerns that are most critical to our stakeholders.

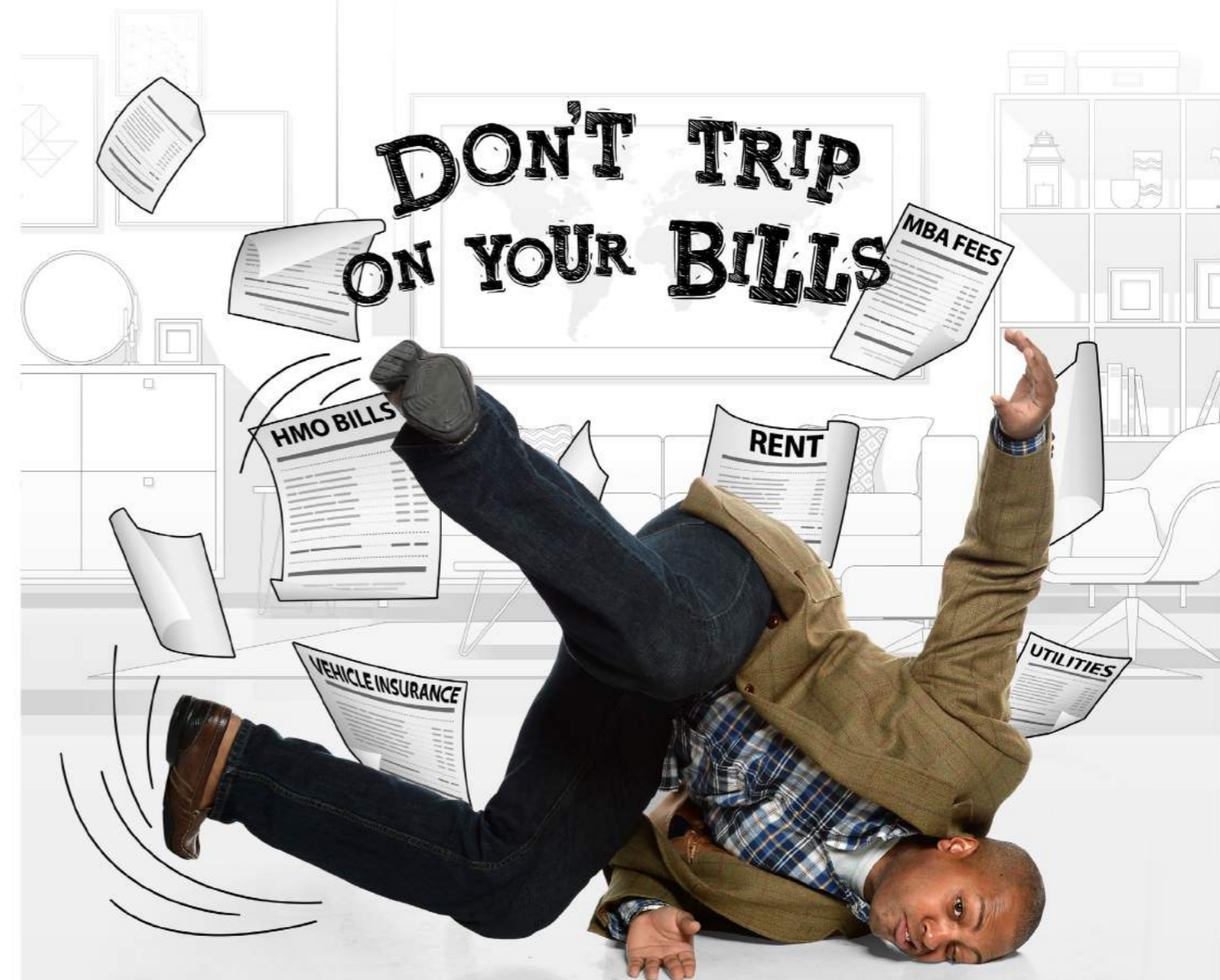
Essentially, the engagement process is a fundamental part of how we understand the most pressing issues to stakeholders and appreciate the intercessions between these issues and the bank's operations.

After identifying these issues, the bank adjusts its operations where feasible so as to mitigate the risks they may pose. It is this stakeholder understanding that forms the bedrock of the Bank's risk management strategy. In this period the issues identified from our numerous stakeholder engagements are categorized into applicable aspects of the GRI standards.

The responses are encapsulated into broad themes that cut

across environmental, social and economic concerns. From this we are able to identify related risks and or opportunities that could significantly impact the Bank's businesses. Also, the categorization of the findings helped to place the responses into two broad buckets of External and Internal stakeholder priorities. Below are the issues identified by stakeholders to be material for the period under review.

- Anticorruption
- Audit and Evaluation
- Community investments
- Human rights
- Customer privacy
- Customer experience and welfare
- Equal opportunity and diversity
- Economic performance and direct economic impacts
- Emissions reduction
- Employee relations
- Employee volunteering
- Energy, water and resource efficiency



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Organizational Information

United Bank for Africa (UBA) Plc is one of the leading financial services institutions in Africa. UBA provides banking and diverse financial services to more than 14 million customers through its channels strategically located in 20 African countries, United States of America, United Kingdom and France. It is a publicly quoted company listed on the Nigerian Stock Exchange (NSE) and has a well-diversified shareholder base. UBA is committed to being a role model for African businesses by creating superior value for all our stakeholders, abiding by the utmost professional and ethical standards, and by building an enduring institution.

The origin of UBA dates back to 1948, when it was first referred to as the British and French Bank Limited (BFB). It took over the assets and liabilities of BFB and was incorporated as a limited liability company on 23 February 1961 under the 1922 Ordinance (Cap 37).

In 2005, it completed one of the biggest mergers in the history of Nigeria's capital market with the business combination with

Standard Trust Bank (STB) Plc. With its head office in Nigeria, it commenced its pan African expansion strategy, which has led to its presence in Ghana, Benin Republic, Cote d'Ivoire, Burkina Faso, Guinea, Chad, Cameroon, Kenya, Gabon, Tanzania, Zambia, Uganda, Liberia, Sierra Leone, Mozambique, Senegal, Congo DR, Congo Brazzaville and Mali.

During the year, our London business got the authorization of Prudential Regulation Authority (PRA) and Financial Conduct Authority (FCA) to operate as a wholesale bank. The Group also began operations in Mali in 2018.

Now fully positioned as a Pan-African bank, the UBA Group is firmly in the forefront of driving the renaissance of the African economy and is well positioned as a one-stop financial services institution, with growing reputation as the face of banking on the continent.



Legal Structure

UBA operates a relatively simple legal structure. UBA is the main operating company in Nigeria and also serves as the ultimate holding company of the group. Other African operations are all conducted through local subsidiaries. The New York office operates as a Branch of UBA Nigeria whilst the London office is a subsidiary.

Geographical segments:

The Group operates in the following geographical regions:

- Nigeria: This comprises UBA Plc (excluding the branch in New York), UBA and Pensions Custodian Limited.
- Rest of Africa: This comprises all subsidiaries in Africa, excluding Nigeria.
- Rest of the world: This comprises UBA UK Limited and UBA New York branch.

Business model

The Group operates the following main business segments:

- Corporate Banking – This business segment provides

a broad range of financial solutions to multinationals, regional companies, state-owned companies, non-governmental organizations, international and multinational organizations and financial institutions.

- Retail/Commercial banking – This business segment has presence in all major cities in Nigeria and in nineteen other countries across Africa where the Group has operations. It provides commercial banking products and services to the middle and retail segments of the market.
- Treasury and Financial Markets – This segment provides innovative financing and risk management solutions and advisory services to the Group's corporate and institutional customers. The segment is also responsible for formulation and implementation of financial market products for the Group's customers.

Major Business Lines



- Corporate Banking
- Commercial and Retail banking
- Treasury and International Banking
- Trade Finance
- Electronic Banking Products
- Cash Management
- Pension and Custodial services (Offered through Subsidiaries)



Corporate Governance Review

United Bank for Africa Plc holds good governance as one of its core values and remains committed to the implementation of effective corporate governance principles in its business operations.

The Board of Directors endorse the principles of best practice as stated in the 'Code of Corporate Governance for Banks in Nigeria Post Consolidation' issued by the Central Bank of Nigeria and the Securities and Exchange Commission's 'Code of Corporate Governance'. The bank also complies with the requirements of its Governance Charters.

Our Shared Value

1

Enterprise:

Own The Task
Go The Extra Mile, Solve Problems
Show Initiative
Break Barriers
Be Innovative

2

Excellence:

Be Responsive and Passionate
Surpass Customer's Expectations Always
Maintain Quality Standards
Be Meticulous-Make It Simple Always
Be Professional- Integrity, Friendly and Genuine

3

Execution:

Get It Done
Get It Done Now
Get It Done Very Well
...Always Have the End in Mind

Vision

To be the undisputed leading and dominant financial services institution in Africa.

Mission Statement

To be a role model for African businesses by creating superior value for all our stakeholders, abiding by the utmost professional and ethical standards, and by building an enduring institution.

Sustainability Statement

For us sustainable banking should not be about throwing about monikers or bellowing "sustainability" without real intention to live by the true spirit of creating a world that meets today's needs but remains sufficient to meet tomorrow's demands. This is why we have put in place policies to guide and measure how we intend to manage our environmental and social footprint, deal with issues of financial inclusiveness, human rights; community safety and security.

We are committed to assimilating the environmental laws, regulations and codes/standards that guide what we do as a responsible organization. We pledge at all times to be deliberate in achieving resource efficiency. This means that we are mindful of how we consume energy, water and other input materials. Our environmental footprints follow a path that suggest that we as a people are committed to containing our emission of greenhouse

gas (GHG). We take it as our responsibility to guide and direct our associates, vendors; suppliers and customers to cut-down on activities that tend to increase pollutants to air, water and land. Also, we are committed to leading the way in advocating for recovery, reusing, treating and disposing of waste and waste water in a responsible manner.

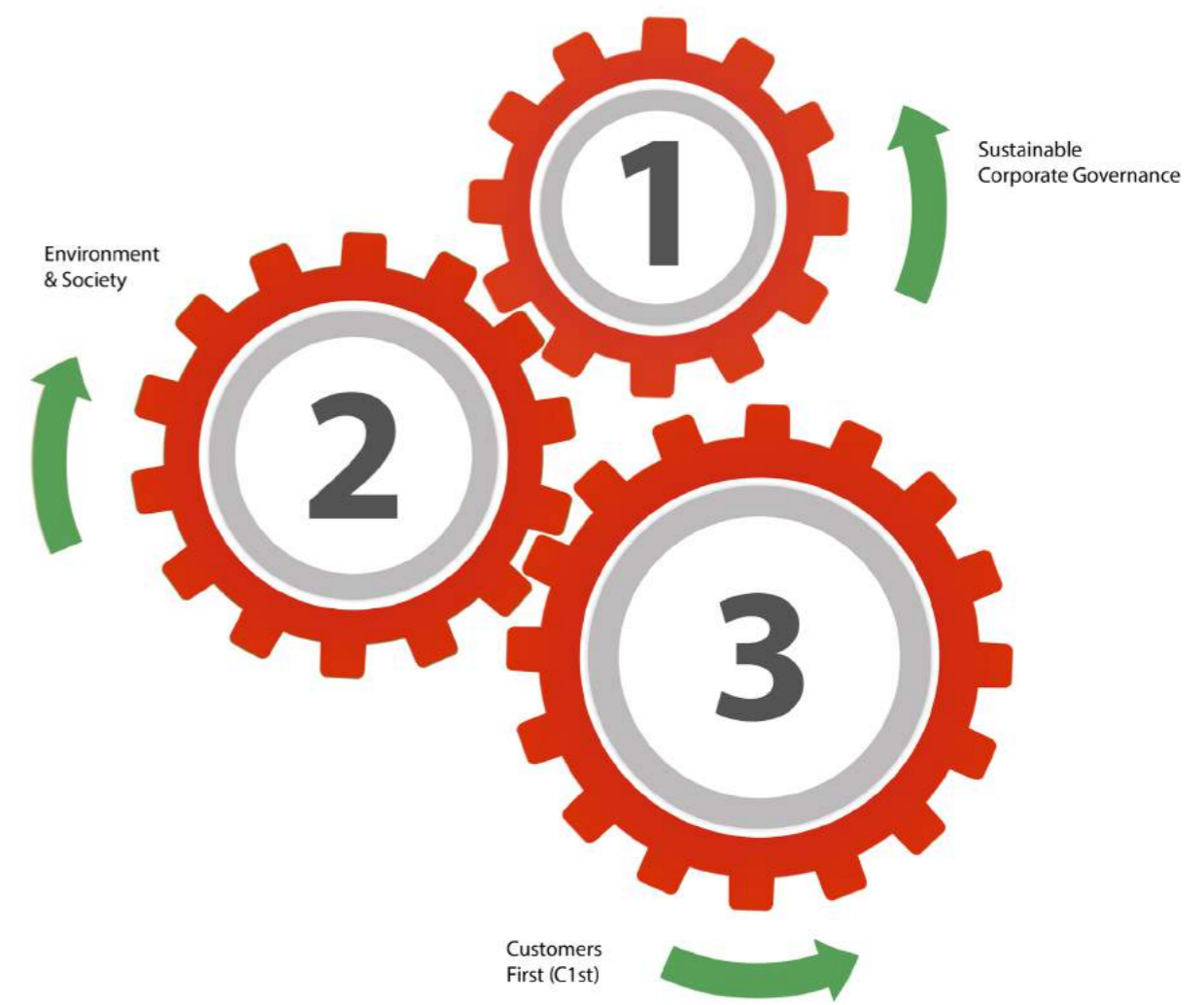
Also, we encourage respect for labour and to uphold the highest human rights standards. This requires that management provides the right working condition that helps individuals thrive and dare to succeed. Respect for self and others is the cornerstone of our coexistence. Communication is an important tool in this regard. Management and supervisors strive to communicate in clear terms across the enterprise. And we encourage freedom of expression, we discourage discrimination and promote equal opportunity for all staff members to thrive.



The 3 Prong Approach



To be the undisputed Sustainable financial institution in Africa, by supporting the Execution of environmentally and socially responsible endeavours, that promote Excellence.



UBA's Approach to Sustainability

At UBA we are convinced beyond doubt that integrating sustainable practices in our business is the right thing to do. It makes sense both as a business decision and from a corporate social responsibility perspective.

It is based on this that we adopt a three pronged strategic approach to sustainability with a view to becoming a responsible partner for sustainable economic and social development of our customers, stakeholders and shareholders.

This object draws from our sustainability vision which is to ; To be the undisputed Sustainable financial institution in Africa, by supporting the Execution of environmentally and socially responsible endeavours, that promote Excellence.

Customers First (C1st):

- Strong E&S risk management measured by the number of assessments carried out per year
- Develop sustainability-related products
- Establish Sustainable Finance Committee
- Develop sustainable advisory services

Sustainable Corporate Governance:

- Trigger a robust compliance management approach
- Promote diversity, gender equality and inclusion
- Uphold sustainable procurement standards
- Robust policy framework for environmental and social risks management

Environment and Society:

- Reducing own emissions
 - CO2 efficient buildings and fleets
 - Gravitate toward green electricity
 - Invest and support Green IT
- Holistic Corporate Citizenship approach
 - UBA Foundation, environmental internship, corporate volunteering

We conduct our activities within the extant laws of the countries where we operate. Also, we abide by the principles of the United Nations Global Compact as well as adopted some relevant goals of the United Nations' 17 Sustainable Development Goals(SDGs).

2019 Milestones





Stakeholder Engagement

Progress Report on Stakeholder Engagement

1. Employee: The key concerns expressed by our employees during our engagement with them were: Frequency of Promotion and Work-Life-Integration.

UBA's Commitment:

- Day-to-day engagement and feedback
- Quest for excellence sessions
- Various training and capacity building sessions
 - GMD's visioning meetings
 - Employee satisfaction surveys
 - CEO's Awards
 - Regular electronic newsletters

- Workplace gender diversity and equal opportunities activities
- Work-life balance remained a critical issue to our employees.
- The Bank ensures that all staff participate in the annual wellness check in collaboration with our Health Management Organisation (HMO). In addition, we organise quarterly fitness sessions (tagged; "Jogging to Bond") for all members of staff across the Group in different locations and we collaborate with the HMO in sensitising and educating staff on health issues, with attention to preventive medicine and natural therapies.

- The Bank has fully equipped gymnasiums in 3 locations (Lagos, Abuja and Port-Harcourt) in Nigeria and pay for club memberships that give staff access to fitness facilities in other locations.
- Employees had a range of capacity building opportunities during the reporting year. These include formal trainings, talent mentoring, continuous performance reviews and feedback, skill-gap assessments and access to open source learning portal.
- Knowledge sharing sessions such as the Group Chairman Learning Session, involving leadership

of subsidiaries (including Board representatives from the respective subsidiaries) and vertical heads across the Group. In addition, Group periodically sponsors many staff to different Ivy League Business Schools, and attendees are expected to run courses for middle management staff on their return.

- Employees are encouraged to participate in industry competition and advocacy programmes.

2. Customers: Key concerns: Limited access to lending and project financing.

UBA's Commitment:

- We ensure strict compliance to regulatory requirement on lending and project financing, including the integration of the Group's policy on ESG in credit appraisals and overall lending decision.
- We ensure strict business ethics and professionalism in our service delivery
- State-of-art technology to deliver superior customer service experience and respond to changing needs of our customers
- Customer surveys, marketing visits and calls
- Transitioned the Customer Fulfilment Centre (CFC) into an end-to-end resolution channel for all complaints.
- Dedicated offerings for SMEs and structural support for businesses.
- Loan products for retail customers and enhancement of channels for exceptional service experience.

3. Shareholders: Increased wealth creation

UBA's Commitment:

- Provision of timely information to all shareholders; annual reports and accounts, quarterly results and presentations, investor roadshows, press releases, media chats and public engagements (see <https://www.ubagroup.com/ir>).
- Shareholders' association meetings.
- In ensuring strict adherence to the Group's governance principles, the Board is evaluated annually by a

reputable global firm of consultants.

- In line with the transparency practice of the Group, the independent review of corporate governance is presented to shareholders at the Bank's Annual General Meeting (AGM).

4. Suppliers: Key concerns are the sustainability of the transparent and fair assessment or selection process of vendors, pricing and payment terms.

UBA's Commitment:

- The Bank recently enhanced the Vendor Selection and Assurance team and improved the procurement process, including accreditation and review of vendors and contractors to ensure that the most qualified vendors are duly registered and shortlisted for relevant projects.
- More so, the process is centralised but with maker-checker controls against moral hazard and adverse selection of vendors. The selection is overseen by a Group Cost Optimisation Committee made up of Senior Management staff across relevant divisions. This ensures that adequate due diligence is carried out before, during and after the selection of vendors and award of contracts or procurements.
- Periodic price checks and vendor reviews are conducted, in addition to vendor rating by relevant divisions in the Bank, through an anonymous survey conducted periodically and independently analysed for MIS purposes.
- The payment process is now fully automated, through the enhancement of the Enterprise Risk Management System.
- Periodic impromptu visits to vendors' sites and offices to ensure adherence to relevant environmental and social covenants agreed with the Bank and engagement on the need for quality assurance always.

5. Communities: Key concerns include environment and social footprint, contributions to the development of the youth, particularly less privileged persons.

UBA's Commitment:

- UBA is committed to charitable donations and sponsorships of impactful projects, especially youth-oriented initiatives that align with our empowerment philosophy.
- We engage in various community development initiatives either directly through UBA Foundation, our special purpose vehicle for Corporate Social Responsibility, or in partnership with credible non-governmental organisations and public institutions. Below are some of the charitable donations by the bank in the past;
 - Construction of laboratory for a school
 - Donation towards the construction of Faculty of Engineering at a University
 - Donation of 10 Hilux trucks for security purposes
 - Donation to Medicaid Foundation
 - Awards to winners of National Essay Competition
 - Monetary aid to flood victims in one of the states in Nigeria
 - Sponsorship of CIBN Graduate Ceremony

6. Regulators: Disclosure of Environmental and Social performance through reporting progress on the implementation of the Nigerian Sustainable Banking Principles (NSBP).

UBA's Commitment:

- Continuous consultations with relevant regulatory authorities and public institutions on the progress made in the advocacy and adherence to environmental and social principles.
- Periodic onsite meetings and supervisory visits by representatives of regulatory bodies.
- Improved disclosure of Environmental and Social performance through reporting progress on the implementation of the Nigerian Sustainable Banking Principles (NSBP).



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Goals	Targets	UBA's Corresponding Initiatives
Goal 1: No Poverty	End poverty in all forms everywhere.	UBA has always been at the forefront of Entrepreneurship across Africa. UBA Foundation aims to make sustainable improvements in the lives of the needy and underprivileged by supporting entrepreneurship programs which benefits the community at large. In December 2019, the UBA Foundation organised a series of business idea pitching events across the Sahel and Lake Chad regions to select 2,000+ entrepreneurs for seed capital funding that will come from a joint partnership with the Tony Elumelu Foundation and the UNDP. Our goal was to empower and enable the next generation of world leaders. Also, we create employment opportunities for thirty- three individuals every year and has continued to support these individuals for over seven years.
Goal 2: Zero Hunger	End hunger, achieve food security and improved nutrition and promote sustainable agriculture.	In 2019, our feeding initiative berthed with the UBA Foodbank. The UBA Foodbank was a stepping stone to our commitment to end hunger. The maiden edition of the UBA Foodbank was a well-coordinated feeding programme that took place all across the countries we operate in from Nigeria, Ghana, Benin, Guinea and others. This is only the beginning of our journey to contribute to food security and improved nutrition.
Goal 3: Good Health and Well- Being	Ensure healthy lives and promote wellbeing for all ages.	In addition to our annual wellness checks and quarterly fitness session, this year, we celebrated Breast Cancer Awareness Month on the 25th of October. UBA Staff, group wide, were encouraged to wear pink to work as we all stood in solidarity for the cause that robs many men and women of life. We educated the public on the proper ways to detect lumps and how to self-examine and encouraged staff to take pictures and use #UBAGoesPink on social media.
Goal 4: Quality Education	Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.	Education is one of the pillars of the UBA Foundation. In 2019, carried out its annual essay competition through which over 100 students have been sponsored through higher education across Africa. The UBA foundation Read Africa initiatives encourages reading educational and informative books among youths. We have donated over 20,000 books to youths across Africa through the initiative. Also, in 2019, we donated a lecture hall to Ambrose Alli University, Edo State to improve learning environment in the school. We made another donation of a 300 seater school hall with 3 laboratories and hostels to St. Pius Xth grammar school Lagos state in 2019 amongst many other initiatives we carried out during the year.
Goal 5: Gender Equality	Achieve gender equality and empower all women and girls.	At UBA we maintain a high level corporate governance and policy that ensure fairness and gender inclusiveness. About 46% of our workforce are females and over 30% are females at the management level. 46% of our subsidiary CEOs are female. We adopt equal remuneration principles in line with the convention of the International Labor organization(ILO). In 2019, we stood in solidarity for the accomplishments and advancement of women across the world as we celebrated Women's History Month in Liberia, Chad, Côte d'Ivoire, Congo Brazzaville, Tanzania and Zambia by participating in national marches and donated medical supplies to local hospitals.
Goal 6: Clean Water and Sanitation	Ensure availability and sustainable management of water and sanitation for all.	Steady water supply system, sensor-based controlled water system and easy to flush toilet water system to reduce waste of resources.
Goal 7: Affordable and Clean Energy	Ensure access to affordable, reliable, sustainable and modern energy.	We have taken deliberate steps to promote energy efficiency in our operations. Presently the Bank is dedicated to the installation of solar powered ATMs across our locations and over 113 ATMs are solar-powered nationwide, taking them off grid. This has greatly impacted our carbon emission reduction contributing to on-going global efforts on environmentally-friendly practices.
Goal 8: Decent Work and Economic Growth	Promote sustained, inclusive, and sustainable economic growth, full and productive employment and decent work for all.	Work-life balance remained a critical issue to us as a Bank and we ensure that all staff participate in the annual wellness check in collaboration with our Health Management Organisation (HMO). We also hold Various trainings and capacity building sessions to empower our staff members. Each One Teach One initiative is the UBA community service initiative which presents an opportunity for UBA staff members to give a little of their time and skills to their communities by teaching and assisting the youth and/or the less privileged. As a group, the Each One Teach One initiative reached approximately 5,000 youths across the African continent and we plan to reach more next year.

Goals	Targets	UBA's Corresponding Initiatives
Goal 10: Reduced Inequalities	Reduce inequality within and among countries.	UBA has a high-level corporate governance policy that ensures fairness among all staff.
Goal 11: Sustainable Cities and Communities	Make cities and human settlements inclusive, safe, resilient, and sustainable.	We presently maintain 5 gardens across Nigeria, this protects the environment, connecting people to nature and creating a sustainable system. We also strive to reduce our contribution to landfill by reducing, reusing and recycling waste in partnership with states government on waste disposal management for effective waste management. Over 700 staff members participated in occupational health, safety and environmental administration and fire training organised by the Academy unit.
Goal 12: Responsible Consumption	Ensure sustainable consumption and production patterns.	We continuously strive to implement environmentally friendly technologies in our business activities and operations, alternate source of energy is being used to power our ATMs and offices, energy saving LED and motion sensitive light for conservation of energy is also implemented in our premises.
Goal 13: Climate Action	Take urgent action to combat climate change and its impacts.	To reduce greenhouse emission coming from air and road travels, we embarked on a few initiatives around our fleet management system. We replaced old fleets with 120 brand new once to ensure fuel efficiency. We also introduced carpooling to reduce CO2 emission from our fleets.
Goal 14: Life Below Water	Conserve and sustainably use the oceans, seas and marine resources for sustainable development.	It has remained our practice to ensure proper waste management in all our locations. Waste from all our facilities are properly treated and disposed.
Goal 15: Life on Land	Protect, restore, and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, halt and reverse land degradation and biodiversity loss.	Our stern commitment to reduction in paper wastes is a reflection of our alertness to the need to protect life on land. Through this commitment we have continued to reduce the amount of waste sent to land fill sites.
Goal 16: Peace, Justice and Strong Institutions	Promote peaceful and inclusive societies for sustainable development; provide access to justice for all and build effective, accountable, and inclusive institutions at all levels.	The bank has a well-structured governance and labour/grievance mechanism which includes the HR Clinics and Mid-Cycle Check-in Meeting. The HR clinics give staff members an opportunity to take every challenge or issue they may have to management, it is a problem resolution initiative. The mid-cycle check-in meeting is another platform for communication and interpersonal relationship where issue are discussed and action plans are implemented for sustainable development.
Goal 17: Partnership for the Goals	Strengthen the means of implementation and revitalize the global partnership for sustainable development.	We maintain several partnerships that ensures sustainability, occupational health and safety and quick emergency response like the joint disaster rescue initiative, states fire services. We have maintained our commitment to the United Nations Environment Program Finance Initiative (UNEP FI).



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UBA and Anti-Corruption

The Bank's Anti-Bribery and Corruption Policy provides guidance in respect of UBA's corporate conduct, which requires that all employees act professionally, fairly and with integrity. This extends to our business partners, vendors, suppliers and other

stakeholders. The Bank also carries out annual assessment on anti-bribery and corruption. The objective is to communicate the need to maintain good professional ethics.



Progress on NSBP

We adhere strongly to the sustainable banking guidelines prescribed by the Nigerian Sustainable Banking Principles approved by the Bankers Committee in July 2012 for adoption by all banks, discount houses (DHs) and development finance institutions (DFIs).

Since the adoption, we have rendered bi-annual reports on our activities across all the principles as advised by the Central Bank of Nigeria. Recall that the adoption of these principles is aimed at assisting banks to deliver long-term positive development impacts to the communities while protecting the environment in which we operate.

As a bank, we are very conscious of the impacts of our lending activities on the environment. In the first half of 2019, more than half of the total transactions approved in the Bank were assessed for Environmental and Social Risk.

The value of these transactions was in excess of N254.6billion. Specifically, a total of 3,421 transactions was approved during the reporting period with a total value of N 478.3billion. The number of transactions screened for E&S was 477 with a value of N254.6billion. The Bank's underwriting process places a premium on environmental protection as stipulated in our Environmental and Social Management System Policy while rendering a semi-annual report to CBN on our progress on sustainability practice.



Progress on Equator Principles

It is standard practice for us as a bank to incorporate the assessment approaches highlighted in the Equator Principles in our project finance activities.

The Equator Principles (EPs) is a risk management framework, adopted by financial institutions for determining, assessing and managing environmental and social risk in projects. The Equator Principle Association (EPA) is an unincorporated association of Equator Principles Financial Institutions (EPFIs).

All members of EPFIs are listed on the website of the institution, given members a consequential visibility as a truly sustainable

financial institution. The association also provides a standardized approach for managing environmental and social risks in project finance.

Given the scope and size of our project finance activities, we see and appreciate the benefits of a membership of the EPA. We are progressively putting modalities in place to institutionalize our commitment to the EPs by enlisting as a member of the Equator Principles Association. It is a fact that a membership status would project the Bank as a sustainable financial institution and would place us in good stead with multilateral financing organizations that we do business with.



UBA Employees



UBA is continually seeking new ways to improve the fortunes of its workers. Our employees are the backbone of the organisation.

As a leading financial institution, we do not take issues relating to our staff members lightly. We take great pride in being a listening bank that has the interest of our employees at heart as they turn the wheels which make the organisation successful for our customers and shareholders.

We provide diverse platforms to build the capacity of our employees, including trainings, talent mentoring and an environment that is conducive for growth.

Our commitment to a work-life balance is one of the motivations behind our consistent push for early closure. We also encourage every member of the tribe to partake in physical fitness activities and embrace healthy behaviours. The gym

facilities are available to all staff and those in locations where gym facilities are not available are encouraged to participate in routine fitness activities as a way of having a healthy life style.

Communication with Employees

UBA recognizes employees as the greatest brand ambassadors who must live and project the values of the brand. Regular, timely and transparent communication and feedback are therefore necessary to ensure

- employees are well informed, and understand the issues and the planned strategic direction of the bank.
- views and concerns of employees are encouraged, listened to and understood by management
- an environment of openness, honesty, consistency and clarity of communication, where official messages are trusted, and to reduce reliance on rumours

In view of good and effective communication, the bank has several reliable means of communication which includes online team meetings/briefings, weekly newsletter, staff survey, quarterly lion king magazine, Email, the den and Mid-Cycle Check-in Meeting, a performance monitoring and feedback platform.

The Mid-Cycle Check-in Meeting is an effective communication forum whereby supervisors engage with their staff for performance feedback, supervisory support, coaching, interpersonal relationship as well as upward feedback. This encourages openness among staff as they discuss, document and implement developmental and corrective action plan. A shared understanding of performance goal, honest feedback and keen interest in staff development are critical success factor.

Occupational Health and Safety

The health and safety of our people in the workplace is the responsibility of the Bank as well as the employees. UBA provides and maintains safe premises, machinery, systems and processes for the workplace.

We enforce strict health and safety rules and practices at the work environment and these are reviewed and tested regularly for effectiveness.

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.

Fire prevention and fire-fighting equipment are installed at strategic locations within the Bank's premises, while occasional

fire drills are conducted to create awareness amongst employees on emergency response techniques.

We also have Health and Safety Policy documents that clearly define the Bank's safety procedures and practices. These policy documents are deployed on our intranet for easy access to all staff. Employees are encouraged to familiarize themselves with the instructions and procedures, such as the location of fire extinguishers in their work area as well as fire exits and assembly points.

In 2019 over 700 staff members participated in health, safety and environment administration/fire training.

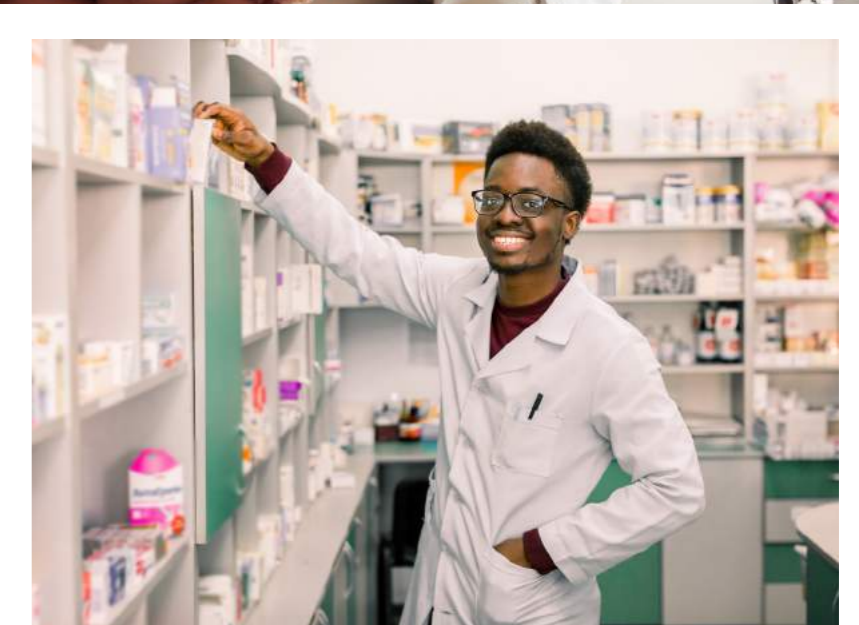


A world-class healthcare facility

We can make it happen!

Healthcare providers can now apply for the **UBA Health Loans** to access up to **N50 Million**

For more information, contact msmebanking@ubagroup.com



Our Customers

Over three years ago, the Bank resolved to address the persistent customer service challenges in the Bank by launching the Customer First (C1st) Philosophy.

The primary objective of which was to transform the Bank into an undisputed customer-focused institution delivering excellent financial services from the customer's standpoint.

Multiple outreach channels are constantly being employed to ensure that we remain ahead of customer complaints. These channels include:

- Benchmarking exercises
- Assessment of customer experience
- Customer satisfaction surveys
- mystery shopping
- key service indicators
- key success indicators

The Management conducts a monthly customer experience forum to monitor, analyse, and assess findings through direct communication with the Consumer Business and operations departments of each branch.

In 2017, we established the foundations of an Enterprise Service Bus (ESB) that will shorten the amount of time it takes the Bank to reach business solutions that require data exchange between systems.

A number of digital enterprise transformation projects are currently underway to create outstanding customer experience and consistent level of service across all bank.

The Bank's Corporate Cash and Trade portals have been upgraded to provide a platform that can serve corporate customers.

This ultimately increase customer satisfaction and provide a more streamlined and seamless online banking experience for corporations. We increased our number of trade service hubs to

61 from 53 to cover our entire network. This achievement will increase our average number of corporate transactions and enhance our service offerings.

Below are some of the initiatives introduced to ease resolution of customers' complaints:

- Continuous Analysis of top customer complaints on our e-channel platforms in Nigeria and Africa
- Significant reduction in call abandonment rate which implies that more customers are now able to reach the Centre.
- Introduction of a digital learning management tool to reduce classroom onboarding time and lead to more efficient and easier learning in bite-sized forms.
 - Introduction of the branch Fraud Helpline to give customers that have fraud-related complaints prompt attention.
 - Creation of the High Net-worth Individuals (HNI) Desk to provide premium service for our World and Platinum cardholders.
 - Creation of the ATM Footage Desk to resolve ATM-related disputes, e.g. ATM dispense complaints or unauthorized ATM withdrawals.



Terms & Conditions Apply



The right support for your business

The UBA SME Account gives you access to

Business Loans | A Free Online Marketplace | Advisory and Training
Annual Fairs | Customised Payment Solutions

For enquiries, please send us an email at
msmebanking@ubagroup.com

To open a UBA SME account visit any branch close to you

Financial Inclusion

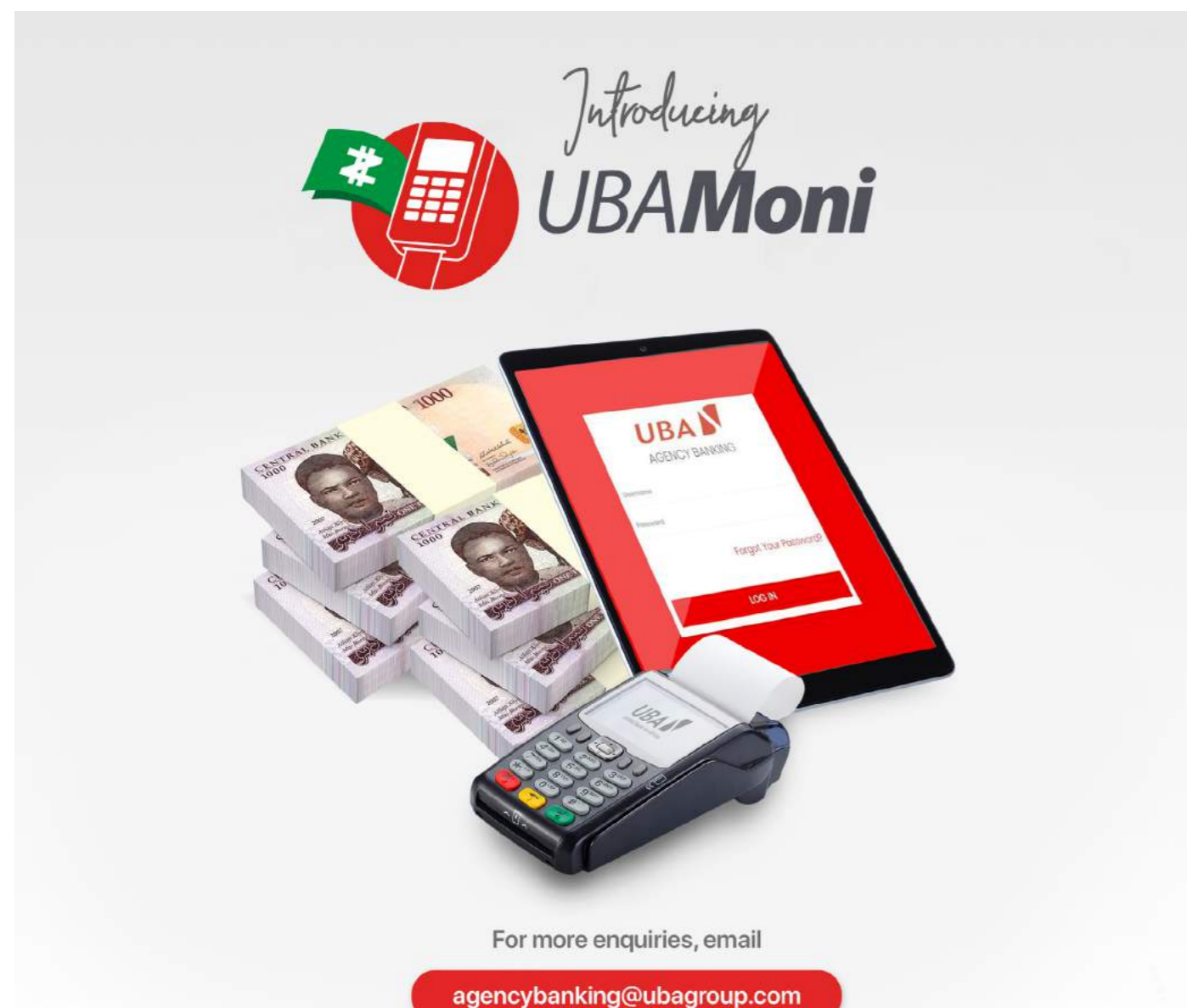
The Bank has launched its Agency Banking initiative to ensure access to financial services to areas that were currently excluded, bringing services closer to locations where we are currently underserving, while contributing to the development and preservation of the communities where we are present.

It is a means of ensuring currently under-banked customers are financially served better and currently un-banked customers at these locations are introduced to the functions of financial services thereby driving the gospel of financial inclusion.

At UBA, Agency Banking is:

- Our way of servicing our customers better
- Expanding our coverage to our existing and intending

- customers at minimal cost
- Grow our customer base especially in the rural areas
- To key-in to the drive to roll out Agent Banking initiative across the country
- To meet CBN directive to roll out Agency Banking across the country and reduce the percentage of underbanked and unbanked in the community to 20% by the year 2020
- To increase our float
- To increase profitability
- To create more awareness for a lot of our digital products.



Leo

USING LEO INNOVATION TO DRIVE SUSTAINABLE FINANCE

Driving sustainable finance, informed our commitment to developing and launching LEO. LEO was created out of the need to drive financial inclusion while delighting our customers by taking the Bank and our bespoke financial services to them, regardless of the time of day or their location.

We are committed to simplifying the transactions that our customers are involved in. We also want to help save time and resources that we and our customers would expend in order to consummate financial dealings.

Leo's quest to revolutionize digital banking can be seen in the benefits customers currently enjoy on Facebook, Apple Business chat and WhatsApp channel.

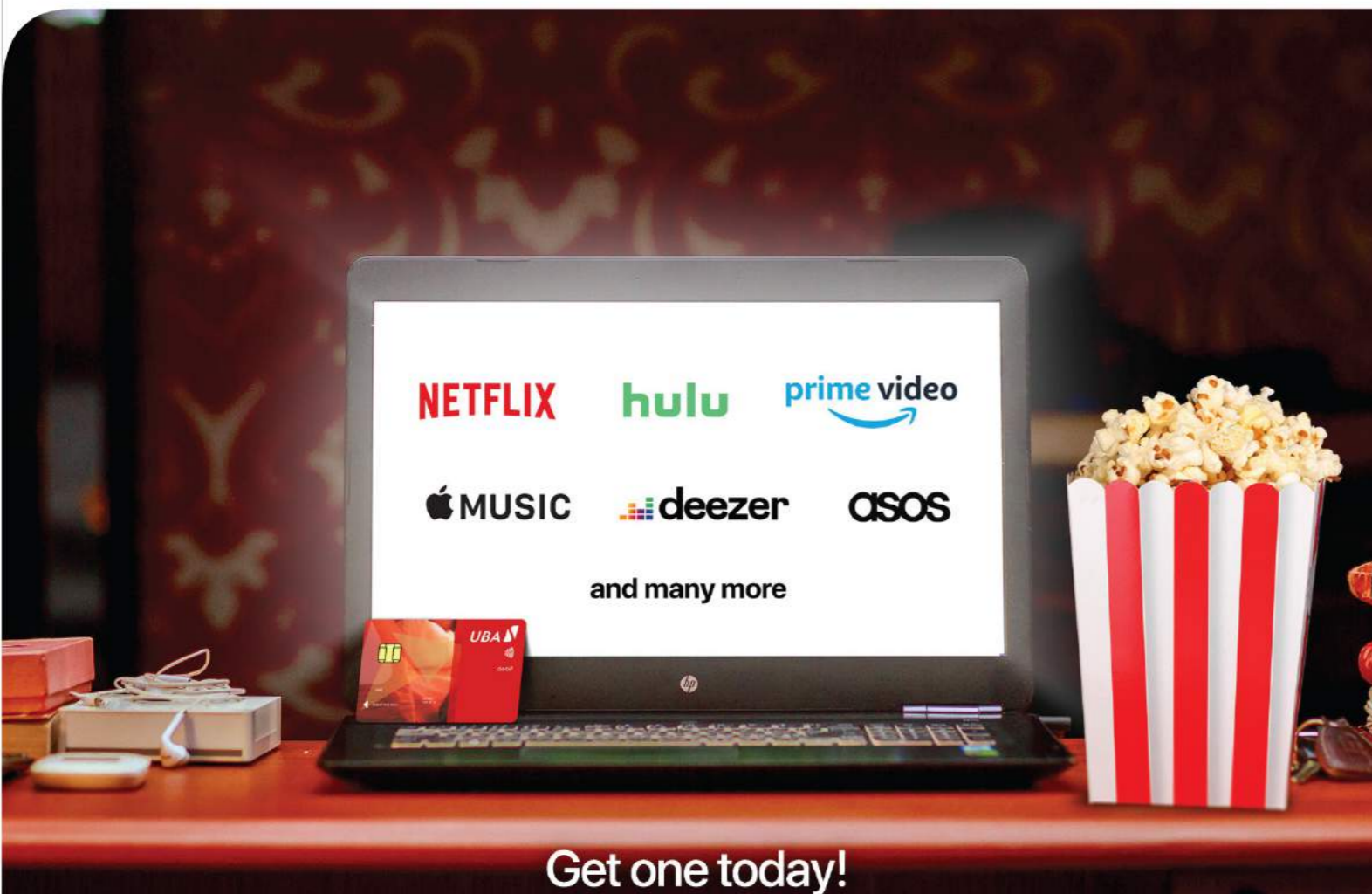


LEO's features and Benefits

FEATURES	BENEFITS
Bank like it's a Conversation	On Leo, Customers enjoy a fresh youthful banking that feels just like a casual chat on the internet with that bosom friend, Leo combines Wits, jokes and intelligence into every conversation to meet users' needs at any given time.
Easy Access	Leo belongs to Everyone! Access to Leo is not restricted, Customers and non -Customers of the Bank can access the channel from anywhere across the globe whenever they wish to. Any internet enabled smart device can engage Leo on Facebook Messenger and WhatsApp platforms seamlessly. Enrolment on Leo is instant.
No Days off for Leo	Recall That Perfect Personal Assistant everyone wishes to have but doesn't exist? The one who never takes a day off, doesn't call in sick, runs all errands and handles your business without complaints? That's who Leo is. So yes, with Leo you can have that Dream Assistant, whose Availability and Loyalty is 100 %, undisputed, unquestionable.
Ease of Use	Intuitive menu listing and guide to help customers navigate their way seamlessly through their accounts and transactions. Its Convenience cannot be over emphasized
As Quick as Lightning	Be it just a Random conversation, a service enquiry or even a Transaction, Leo's speed will leave you in awe. Transactions and account enquiries via Leo are Online Real-time
Safe and Secure	All transactions and enquiries are encrypted end-to-end to protect users from exposure to internet threats.
Time Savings	Time is Money they say! With Leo, you get to maximize your time, as you will be boycotting that long unnecessary trip to the physical branch location, oh and the Traffic? you should really thank Leo Later.

UBA AND CHILL

Play it all with UBA cards.



Get one today!

Environmental Stewardship

ATMs Powered by An Alternate source of Energy

In continuance of our commitment to sustainability, we took careful measures and implemented energy saving fitting systems to reduce negative environmental impact of inefficient energy consumption in our Banking activities and operations.

Presently the Bank is dedicated to the installation of solar powered ATMs across our locations and over 113 ATMs are solar-powered nationwide. This has greatly impacted our carbon emission reduction contributing to on-going global efforts on environmentally-friendly practices.

We aim to continuously seek ways of ameliorating or where possible, eliminating the adverse ecological effect our activities and operations may have on the environment, by participating and advancing environmentally friendly technologies.

Reduce, Reuse and Recycle Campaign

Over the years, the Bank has adopted sustainable waste management practices. Since the commencement, there has been a significant reduction in the amount of waste produced that goes to landfill.

UBA Pre-paperless and Post-paperless

As part of the bank's strategic objective to drive sustainability, improve internal process and efficiency, paperless platform was built to automate all form based approval processes. Within the first 3 months this initiative fulfilled over 372 requests while saving cost and reducing landfill and environmental impact.

UBA A4 PAPER CONSUMPTION (REAM)	
FEATURES	BENEFITS
PRE-PAPERLESS	1,288
POST PAPERLESS	186
Total Year To Date	1,474

As shown above, paper consumption has dropped by 85% and this shows our commitment to paperless office and sustainability.

The paperless platform comes with the following features:

- Easy and Flexible Forms Creation
- Insightful Dashboards
- Intuitive Forms Search
- Request Tracking Capability
- Attachment Support: User can attach supporting documents
- Dynamic approval options
- E-mail approval: User doesn't need to log into the application to approve (Approval on the go...)



20 Countries One Account

With **UBA Connect**

Bank easily at any UBA Branch across
20 African countries

Features:

- Withdraw cash in local currencies within Africa
- Easy transfers to UBA accounts across African countries
- Deposit cash into your account at any UBA branch in Africa

Visit www.ubagroup.com/countries to see list of locations

Supply Chain



To achieve distinct improvement and sustainability in our supply chain management we enhanced our vendor selection process. The new process ensures proper review, accreditation and monitoring of vendors. This helps the bank in maintaining

business relationship with vendors who does not encourage child labour and disrespect for human right and practices safe working environment.

UBA Foundation

UBA is highly committed to having a sustainable impact on its community. This initiative and responsibility are being carried out by the UBA Foundation in partnership with credible non-governmental organisations. Some of our initiatives include the following:

- **The National Essay Competition:** Winners are granted scholarships to higher institutions and to make it more impactful, National Essay Competition for schools was introduced. Livingstone College in Ikorodu, Lagos State won the 2019 competition with 72 entries submitted from students. The following gifts were proposed -- Refurbished UBA Academy Furniture, Cash Prize for Teacher and Principal, ITC Lab for students equipped with state of the art computers.
- **Read Africa:** This is an initiative to encourage the culture of reading educative and informative books among our

youth. The foundation donated over 20,000 books to youth across the continent

- **Each One, Teach One:** This is a staff volunteering initiative that encourages staff members to give their time and skill to their community for empowerment. Over 5,000 youth participated in this initiative and we intend to reach more next year. Some of the ideas include soap making, cooking skill, beauty/make up skill, gardening and landscaping, entrepreneurial skill, lifesaving skill, financial inclusion/tips on how to save.

We also donated a 300 seater school Hall that will also house 3 science laboratories and construction of a 50 bed student hostel to St. Pius Xth Grammar School, a Lecture Hall at the Ambrose Alli University Ekpoma, Edo State and we intend to have a greater sustainable impact in our community 2020.

Women Empowerment and Gender Inclusiveness



UBA has a high level corporate leadership for gender equality and inclusiveness that ensures that all staff members are treated fairly and promotes the health, safety and well-being of all women. We continuously show our commitment and promote training, enterprise and educational development of our women. Our

policies and initiatives encourage women participation in our drive for sustainability. The overall objective is to set a clear path towards gender equality and inclusive economic growth.

Partnership for Impactful Community Development



UBA Foundation aims to make sustainable improvements in the lives of youths and people by supporting entrepreneurship programs which benefits the community at large.

The Foundation in joint partnership with United Nations Development Programme (UNDP) organised a series of business idea pitching events across the Sahel and Lake Chad regions to select 2,000 plus entrepreneurs for seed capital funding.

As part of the bank's commitment to sustainability and empowerment, UBA and Tony Elumelu Foundation held an event themed UBA Marketplace, an international exhibition and sales fair which had over 120 SMEs from across Africa present. This is an unprecedented business opportunity for African entrepreneurs



to become known and expand their network.

UBA continuously seek to touch base with small business owners and to positively affect the lives of entrepreneurs doing business in its countries of operations and beyond.

The foundation also made donations to schools to improve learning conditions which includes the Construction of a 300 seater school hall that will also house 3 science laboratories and construction of a 50 bed student hostel at St. Pius Xth Grammar School, a Lecture Hall at the Ambrose Alli University Ekpoma, a space measuring 839metresquare with adjoining offices and conveniences.

Employee Volunteering Activities

Each One, Teach One is a community service initiative that provides all staff members an opportunity to give back to their community by teaching and inspiring our immediate community. Each staff spends time and helps people in the community to acquire new skills,

This is a group wide initiative that takes place every quarter of the year. In plateau state, our staff members had over 280 youths who participated in Cake Baking, Fashion Designing, Bead Making, Photography, Barbing, Disc Jocking and Web Design

training. The staff members also took this initiative to Treasure Orphanage in Karu, FCT Abuja, where over 50 youth were trained in soap making and gele tying. National Union of Road Transport workers in Lagos state were also trained and lectured by our staff on financial freedom and literacy and at the end, over 200 people opened a savings account to save for tomorrow and investments.



Awards and Recognitions

- Top 50 Brands Making A Difference- Nigeria CSR & Sustainability Ranking 2019 featured in Forbes Africa
- Best institution in support of Education(CSR) 2019 by the Brand Journalist Association of Nigeria
- The Best Company in Youth Empowerment Project by the Sustainability and Social Investment Awards, Ghana
- African Bank of the Year 2019 by the prestigious Banker Magazine
- The Next Generation Class of 2019 by CIBN
- The Most Innovative Bank of the year by International Finance
- Best Customer Engagement Tool by Africa Fintech was awarded to LEO UBA chatbot
- Best Automated Chatbot initiative by the Asian Banker
- Best customer engagement tool by Africa Fintech





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