

# SUSTAINABILITY REVIEW 2016



As a financial services firm, we are driven by our purpose to enhance financial inclusion and help millions achieve their ambitions by fulfilling their financial services needs in a responsible and sustainable manner. We are focused on our goal to be the dominant bank in Kenya and the region riding on the unique Co-operative Model providing innovative financial solutions for distinctive customer experience.

# Co-operative Bank Group Sustainability Review

To become a leading financial services organisation in the region, we recognize we must contribute to the long-term viability and success of the communities and countries we operate in by facilitating economic growth, social development and environmental protection. The very nature of our business, strategically positions us to help our customers and stakeholders manage social and environmental challenges and invest for the future, which in turn contributes to the viability and sustainable growth of local markets and national economies. We are committed to having a positive impact without leaving a negative impact.



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# Our Sustainability Context



Co-op Bank believes in carrying out her business in an open and transparent way. Similarly, our stakeholders expect the bank to publicly declare its social and ecological impact. It is for this reason that the bank has chosen to entrench sustainability in all our operations. We do this by continually engaging with our stakeholders and finding out we could do to ensure that our operations are tailor-made for mutual benefit without infringing on the ecological integrity.

*Sustainability strategy is integrated in our business model and consists of a three pronged approach of:*

- *Economic sustainability,*
- *Social sustainability and*
- *Environmental stewardship.*

We believe that our most important contribution to sustainable development is to operate an effective, efficient and profitable business. In our day to day activities, we position ourselves to help our customers and stakeholders manage economic, social and environmental challenges and invest for the future, which in turn contributes to the viability and sustainable growth of the economies in which we operate.

## About this Sustainability Review

This Sustainability Review augments the 2016 Co-op Bank Group Integrated Report and offers a detailed view of the bank's sustainability efforts, commitments and achievements in the 2016 financial year. It should be read in conjunction with the integrated report that in detail describes our strategy, approach to risk management, transformation, governance and ethics.

In producing this sustainability report, we identified our material issues and from these we developed sustainability goals that we would like to achieve and thereafter engaged in a strategy forum to prioritize them and derive our sustainability approach. Our approach aims to balance socioeconomic and environmental risks and opportunities through the deliberate use of our products and services, collaboration and partnership, and by managing our own impact.

## OUR VISION

“To be the dominant Bank in Kenya and in the Region riding on the unique Co-operative Model providing innovative financial solutions for distinctive customer experience.”

## OUR MISSION

“To offer a wide range of innovative financial solutions leveraging on our heavy investment in multi channels, national and regional presence and with focus on excellent customer experience by a highly motivated and talented team”

## OUR VALUES

We are the ‘Kingdom Bank’

We are proud to be Co-operative Bank

We value our customers

We execute at speed

We invest in our people

We employ best practice

We value our bank’s reputation

## AWARDS

### 2016 World Finance Awards

Best Commercial Bank, Kenya

Banker Africa- East Africa Awards 2016  
The Best Socially Responsible Bank in East Africa

Banker Africa- East Africa Awards 2016

The Best Retail Bank in Kenya



## KENYA BANKERS CATALYST AWARDS

2<sup>nd</sup> Position: Overall Winner

2<sup>nd</sup> Position : Best Practice In Sustainable Finance

1<sup>st</sup> Position: Commercial Client Case Study

1<sup>st</sup> Position: MSME Case Study

**1966- 1968**

*The co-operative bank of Kenya is established and opens its doors in 1968*

**1998**

*The bank's H/O is hit by a terror attack aimed at the adjacent US embassy. Our operations are moved to various hired premises in town*

**2002**

*Returns to profitability reporting KSh.103 Million profit. In 2003 the bank re-occupies the renovated Co-operative bank house*

**2007**

*Records a complete turnaround by reporting a Kes.2.3 Billion profit before listing at the Nairobi securities exchange in 2008*

**2014-2015**

*Embarks on a bold 'Soaring Eagle' Transformation Agenda to scale greater frontiers riding on over 6.1 Million account holders*

**1994**

*Converts into a full-fledged commercial bank to bank other customers beyond co-operatives including personal, corporate and institutional.*

**2000**

*The bank makes a huge loss of KShs.2.3 Billion*

**2005**

*Doubles its share capital from Kes.1.2 Billion to Kes.2.3 Billion through share capital injection of Kes.1.1 Billion*

**2009-2013**

*The bank undergoes its most rapid expansion by opening 77 branches. Customer accounts grow from 700,000 at the close of 2008 to 5.1 million at the end of 2014.*

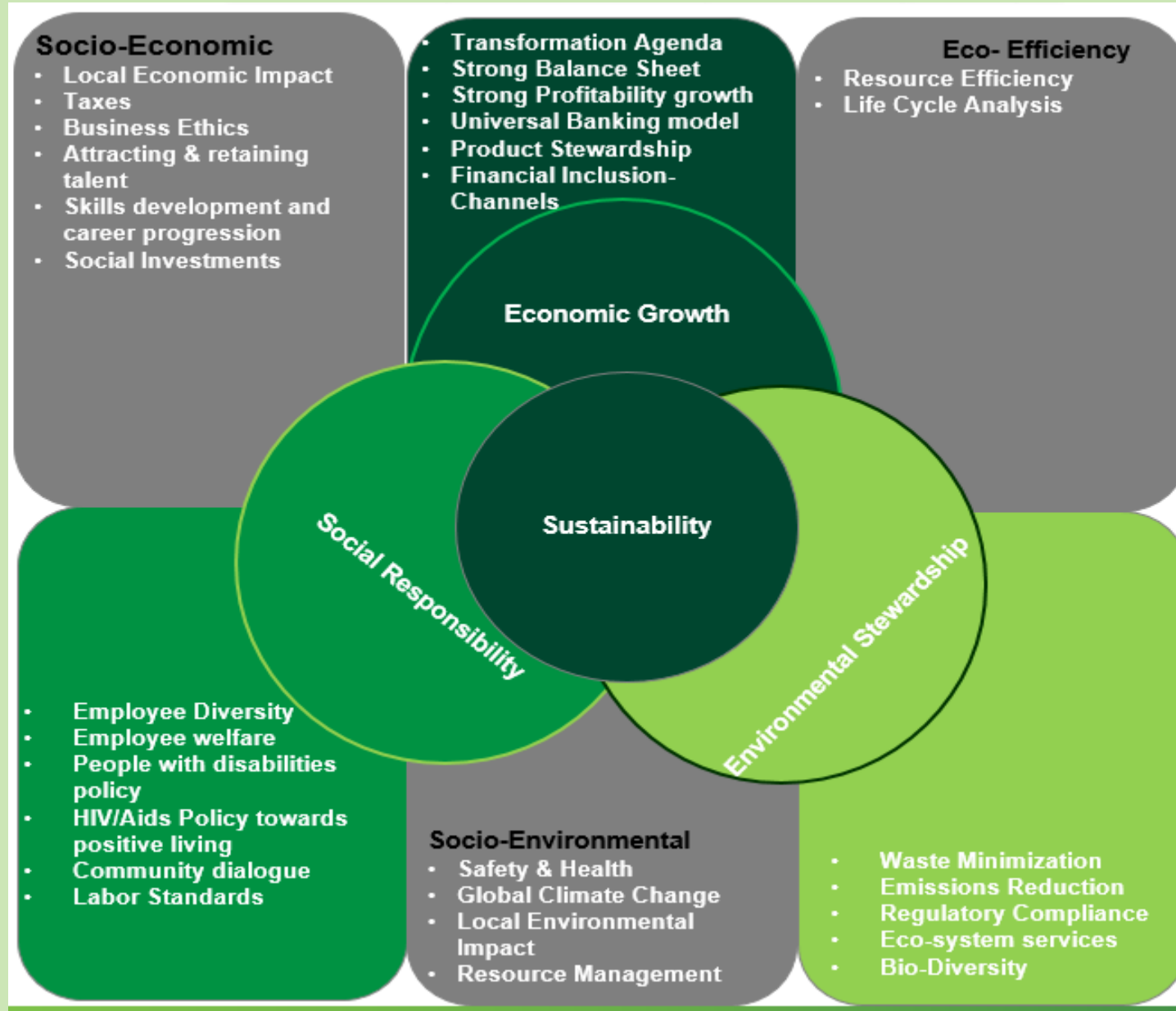
**2016**

*Group registers continued growth with PBT of Kshs. 17.7Billion and an asset base of over Kshs 351.8 Billion*

## Our History



# OUR APPROACH TO SUSTAINABILITY



# Sustainable Economic Stewardship

*Our Commitment is to ensure sustained Economic growth, socio-economic stewardship, Economic Resource efficiency for the long term well being of all our stakeholders*



## Our Customers

Accounts  
6.22  
Million

Mcoop  
Cash  
3.18

Internet  
69,000

Sacco-  
Link  
992,000

Diaspora  
11,000

Face  
Book  
1 Million

Twitter  
150,000

Instagram,  
You Tube,  
Telegram  
Customers

## Our Channels

148 Branches

Mobile  
All Telco,  
All Product  
Mcoop Cash  
Channel

Over 8000  
Coop Kwa  
Jirani Agents

Over 580 ATMs

Internet  
Co-opNet  
(Retail and  
Corporate)

24 Hour  
Contact Centre

Over 555  
FOSA's

Dedicated  
Diaspora  
Banking  
Department

4 Subsidiaries  
1 Associate  
Company

Social Media  
Banking

## Other Key Numbers

Total Assets  
352 Billion

Core  
Capital  
51 Billion

Net Loan  
Book  
237Billion

Customer  
Deposit  
Book  
260 Billion

Market  
Capitalizati  
on  
65 Billion

PBT  
17.7 Billion

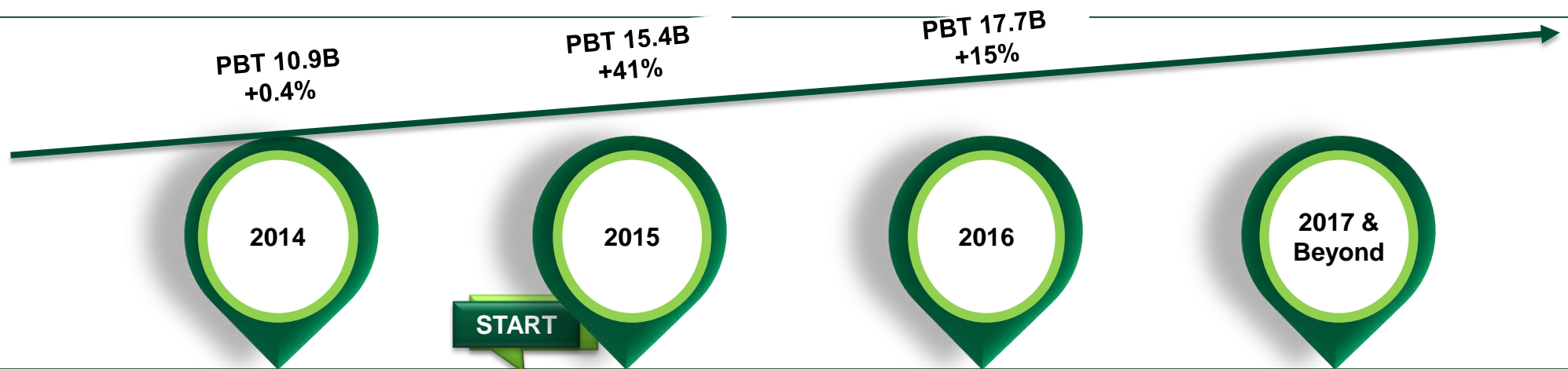
Staff  
Numbers  
3635





## **The Transformation Agenda**

**In October 2014, The Co-op Bank Group embarked on a bold transformation agenda dubbed “ The Soaring Eagle” driven by the need to improve operational efficiency, reduce operating costs and reposition our customer delivery platforms leading to overall Sustainability.**



**87%** of our Transactions are on alternative Channels

Increase of frontline staff to **62%** from 55%

Conversion rate (Deal Closed) from 8% to **49%** in Q4 2016

Higher Efficiency due to Digitization. Cost to Income **52.1** from 59%

Mckinsey & Company engagement

Performance and Efficiency review

Organizational redesign

Branch Transformation and Channel Optimization

The people agenda and performance management

Shared Services and Digitization

Data and analytics

Sales Force Effectiveness for Corporate and Co-operatives

Proactive Credit Management and NPL Recovery and Process Improvement

Competitive NPL Ratio of **4.3%**

Enhanced Data Management

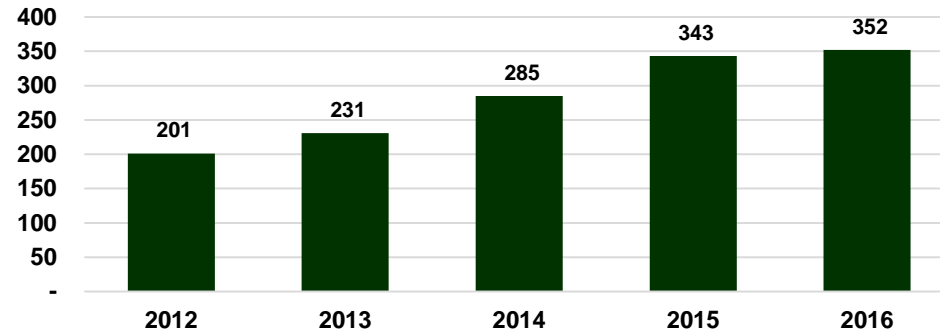
Increased Staff Productivity

MSME Transformation

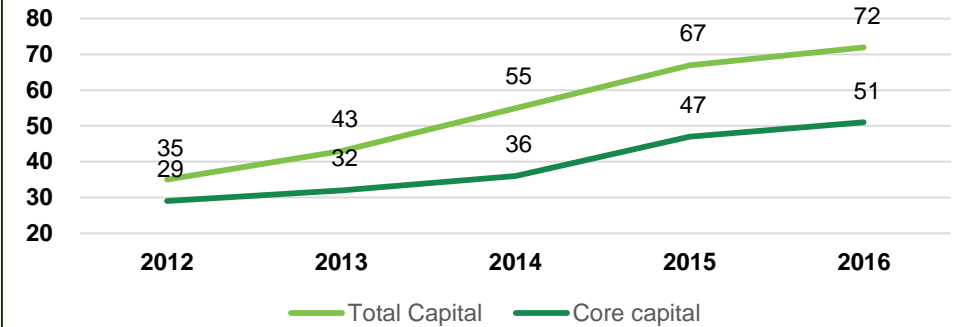
Digital Bank

## Strong Balance Sheet Growth

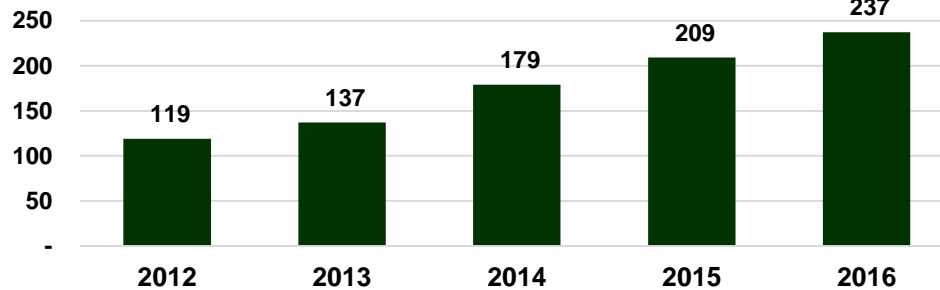
### Total Assets; Ksh in Billions



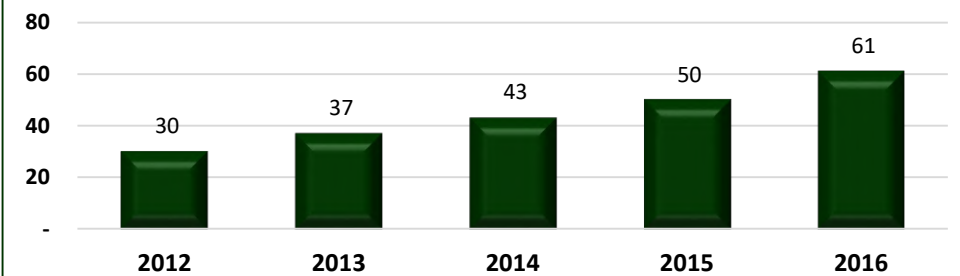
### Total and Core Capital; Ksh in Billions



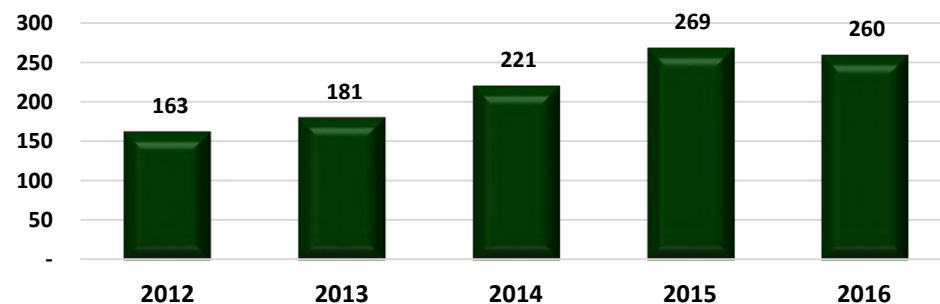
### Loans and Advances; Ksh in Billions



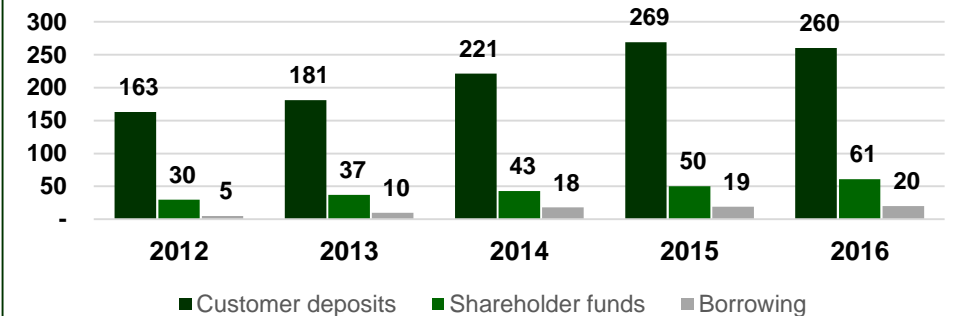
### Total Shareholder Funds; Ksh in Billions



### Customer deposits; Ksh in Billions

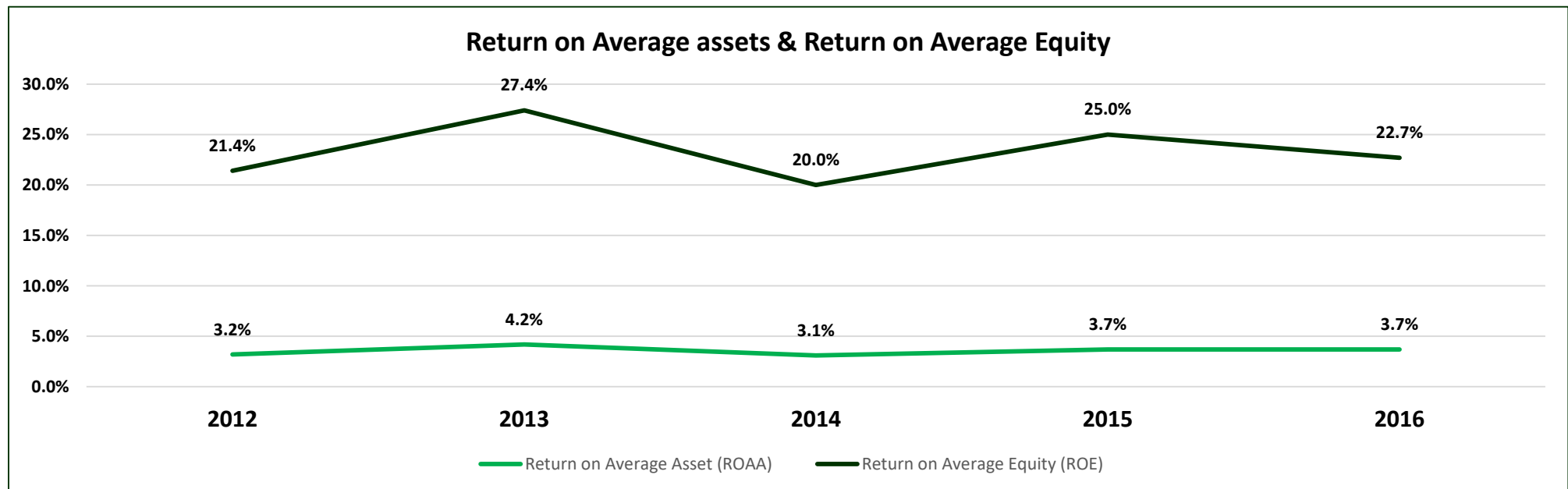
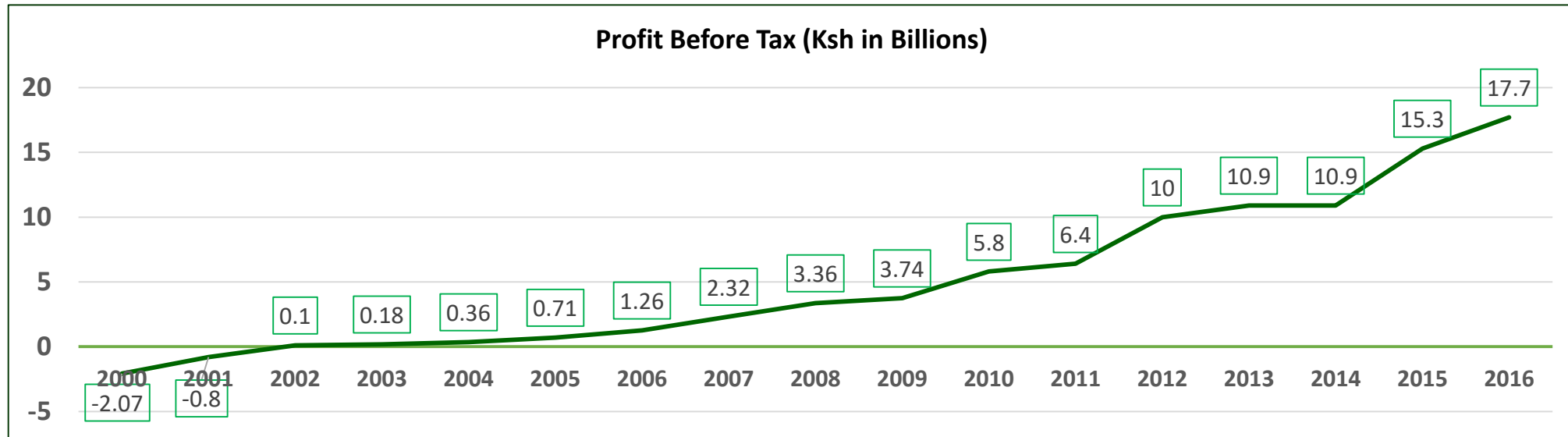


### Funding Distribution; Ksh in Billions





**Strong  
Profitability  
Growth**



# Economic Growth: Universal Banking Model



RETAIL BANKING DIVISION	CORPORATE & INSTITUTIONAL BANKING DIVISION	CO-OPERATIVES DIVISION	OUR SUBSIDIARIES	REGIONAL EXPANSION	OUR ASSOCIATES
Micro Credit	Corporate banking	Large Saccos	Co-op Consultancy & Insurance Agency	Co-op Bank of South Sudan	CIC Insurance (26% owned)
Small Medium Enterprises (SME)	Government Banking	Housing Saccos		CIC Africa South Sudan (31% by Co-opBank South Sudan)	CIC Insurance Regional expansion to South Sudan, Uganda and Malawi
Personal Banking (mass & affluent)	Institutional Banking	Agri Business	Co-op-Trust Investment services Ltd		
Diaspora Banking	Structured, Trade & Commodity Finance	PSV/ Transport Saccos	Kingdom Securities Ltd		
Banking the youth ( Yea & Jumbo Junior)	NGO's	Investment Saccos	Co-op Bank of South Sudan		
Asset Finance	Treasury				

DEPOSIT/ACCESS ACCOUNTS

SAVINGS ACCOUNTS

LOANS- CO-OPERATIVES,PERSONAL,SME,MCU,  
CORPORATE

INVESTMENT- TBILLS,TBONDS, FIXED & CALL DEPOSIT

FOREX

PAYMENT SOLUTIONS

BANCASSURANCE

TRADE FINANCE PRODUCTS

CUSTODIAL SERVICES

## Global Financial Inclusion Award





# Economic Growth: Financial Inclusion (Our Channels)

MCOOP CASH MOBILE BANKING

AGENCY BANKING

INTERNET BANKING

BRANCH BANKING

ATM BANKING

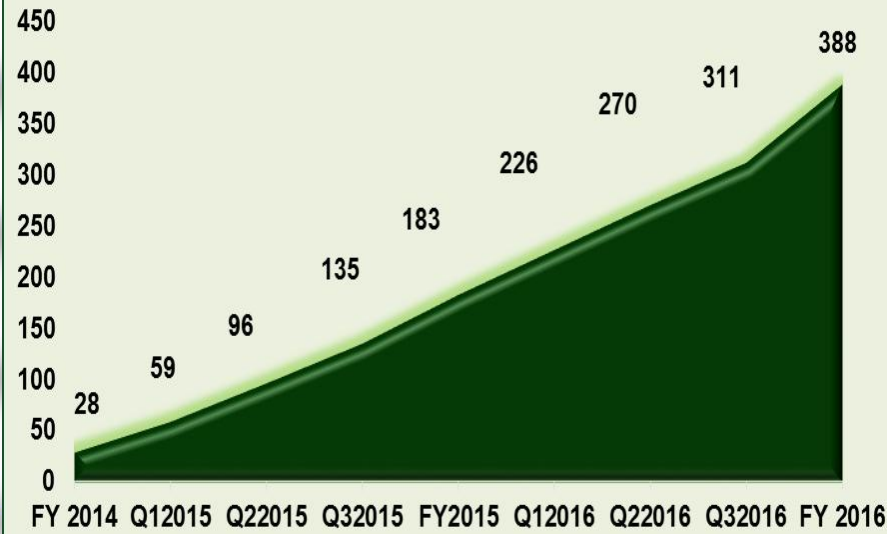
DIASPORA BANKING

SOCIAL MEDIA BANKING, CHAT

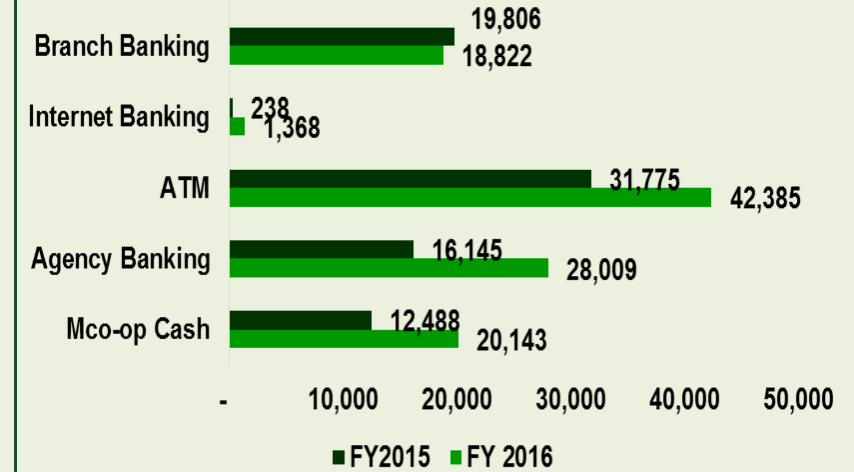
CONTACT CENTRE BANKING

BANKING KIOSKS

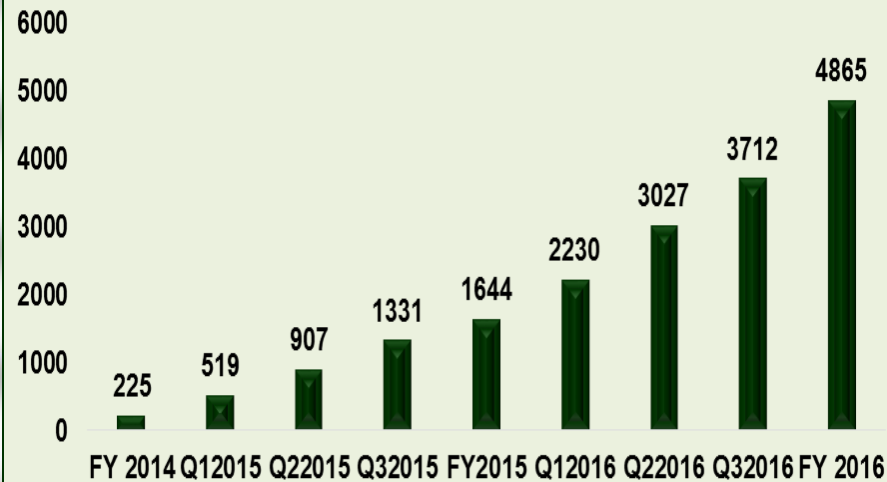
MCo-op Cash loan Book Numbers ( In '000' )



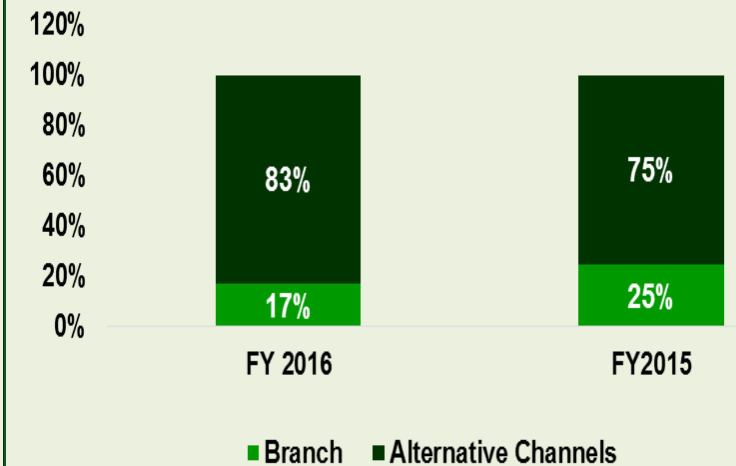
Channel Transactions '000'



MCo-op Cash loan Book - In Millions



Branch Vs Alternative Channels





Leveraged on strong balance sheet to secure long-term funding from developmental partners as hereunder:

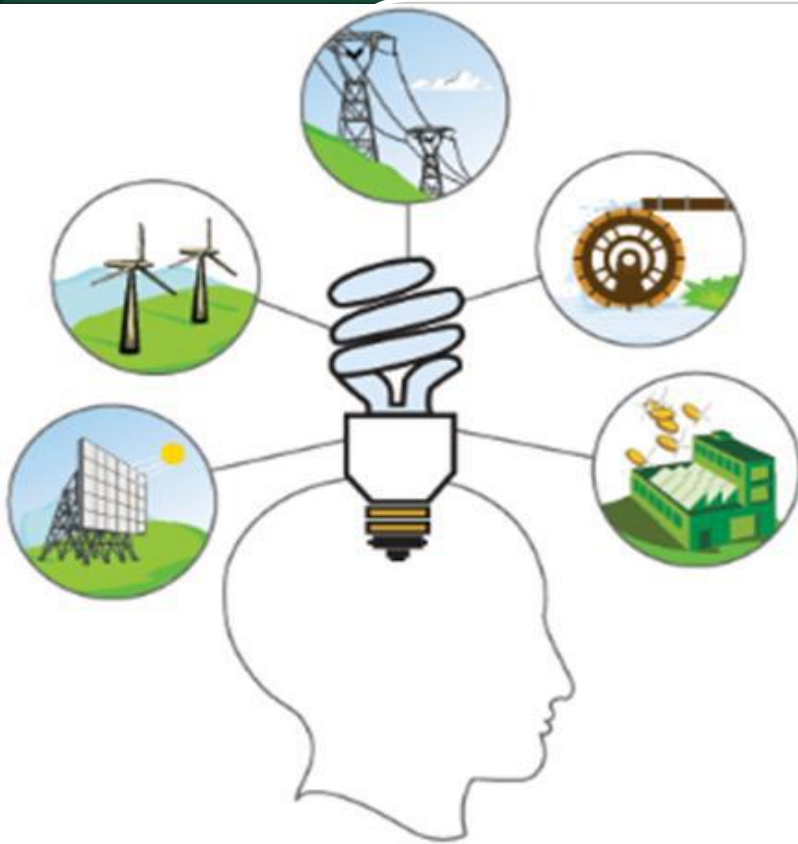
- ❖ IFC US\$ 60 million (Kshs.5.1 billion) in USD fully drawn to fund SME's and agribusiness
- ❖ IFC US\$105 (Kes10.7 Billion) > 7 year to finance SME's, construction and mortgage segments.
- ❖ EIB Euro 70 million (Kshs.8 billion) in Kshs (locked in Kshs at the exchange rate on disbursement) to fund SMEs
- ❖ IFAD, (Principal Loan of Kes 30 Million)-To finance the Eastern Province Horticultural and Traditional Food crops project
- ❖ AFD US\$ 36 million (Kshs.3.14 billion) in USD to fund energy efficient and renewable energy projects
- ❖ DEG US\$ 52.6 million (Kshs.4.68 billion) in USD to finance SME and Corporate customers

## Key Benefits

- ✓ Senior debt has enhanced asset-liability match
- ✓ Mitigated our shilling exposure
- ✓ Diversified our asset portfolio
- ✓ Expanded our client base to export-led FX rich sectors
- ✓ Boosted our competitive position on account of affordable lending rates



# Eco-Efficiency



**Eco-Efficiency** promotes a transformation from unsustainable development to one of sustainable development. It is based on the concept of creating more goods and services while using fewer resources and creating less waste and pollution.

## Resource Efficiency

We have a four-way approach towards resource efficiency:

- ◆ Managing company resources both financial and non financial
- ◆ Financing green initiatives
- ◆ Protecting Kenya's forest cover through tree planting initiatives
- ◆ Supporting employee CSR activities that positively impact the environment

We support directly and indirectly (through funding of projects engaged) in:

- ◆ Construction or physical improvements related to energy and water performance
- ◆ Improvements of at-risk public lands, forests and waterways and the general cleanup
- ◆ Creating awareness of the benefits of energy and water conservation/efficiency and solid waste recycling amongst our staff

## Life -cycle analysis

We analyze all our products to ensure their sustainability and this is done throughout the following key life cycle stages of the products;

1. Origination- proper product setup, pricing, Scoring, Credit reports, and pre-approval
2. Processing and approval- Document verification, Risk & credit analysis reports, approval
3. Portfolio management- we have a proactive approach to managing our loan book
4. Servicing- For both loans and deposits, we ensure proper customer guidance to match the product and the need



# Social Economic Stewardship



## Local Economic Impact

- ♦ As one of Kenya's Top corporations we contribute to the country's economic growth through provision of responsible, innovative banking products and services.
- ♦ Credit is the fuel of economic engine; over the last 5 years our net loans and advances to customers has grown at an impressive average rate of 17%; as at December 2016, Kes.236.9 Billion was outstanding as loans and advances to public and private enterprises.
- ♦ The Kenya Bankers association awarded the bank as the second overall winner in Best practice in sustainable finance, while the previous year the financial times of London awarded the bank the best retail bank in Kenya. We strive to offer the very best to our customers.

## Taxes

- ♦ We contribute to the creation of prosperity and to the stability of our country through paying taxes. Taxes provide essential public revenues for governments to meet economic and social objectives. We view taxation as a mainstream part of our corporate social responsibilities
- ♦ In 2015 the bank paid over 5.0 Billion Kenya Shillings in corporate taxes and 2.0 Billion Kenya shillings in employee Payroll taxes to the Kenyan tax authorities.
- ♦ The bank is also KRA's appointed agent to assist the taxman in collection of various taxes across the country.

## Business Ethics

- ♦ At Co-op Bank we strongly believe that ethics are the heart of any strong organization. In being Ethical we have managed to foster employee morale, boost brand reputation, encourage loyalty in all our stakeholders, and improve our bottom line.
- ♦ We're determined to do the right thing by our customers, our communities and the planet: that's how we have become one of the leading financial institution in Kenya and the Region

Opening of a dedicated Diaspora Banking outlet in Nairobi, the first such outlet in Kenya.



### Attracting and Retaining Talent

At Co-op Bank, we have made it a priority to continuously improve on our lead position as an employer of choice. We do this by primarily attracting and retaining the best talent in the market through appropriate investment in human capital development, inculcating high performance culture, rewarding outstanding performance, competitive remuneration packages and encouraging and appreciating innovations.

Of our staff, a high degree of professionalism and integrity is demanded. We are an equal opportunity employer with an inclusive and conducive environment for work-life integration.



### Skills Development and Career Progression

We believe that human capital is the most valuable asset of a great company, hence our commitment to the development and success of our staff through first-class continuous training, leadership-building and skills enrichment.

Our Leadership and Management Centre (LMC) is tasked with upskilling, re-skilling and developing our people. In 2015, 12,011 people underwent training in LMC, of whom 11,950 were staff members and 61 were external partners drawn mainly from the co-operative movement.

In 2015 the bank introduced a robust Key Performance Indicators (KPI) focused performance management process with clear linkages to rewards and better accountability mechanisms. The introduction of fewer KPIs focused on core deliverables, performance dialogues and daily huddles keep staff focused on their performance at all times, ensure that they focus on core deliverables and provide better ways to measure and ultimately reward great performance.

As a result Staff productivity in 2015 increased by 38% mainly due to transformative initiatives in Sales Force Effectiveness (SFE), operational efficiencies, proactive retention, re-skilling, upskilling, coaching and clarity of performance expectations. This allows career progression, acceleration and growth opportunities for the young and energetic team with 90% being under 40 years. This has further enhanced internal mobility of talent.



# Social Economic Stewardship

Margaret Chao (Beneficiary)  
Co-op Bank Foundation Scholarship



## Social Economic Stewardship

### Social Investments

The bank makes immeasurable social investments directly through two of its subsidiaries; Co-op bank foundation and Co-op Consultancy & Insurance Agency Ltd (CCIA).

### Co-op bank foundation

In 2007, in recognition of the need to enhance the existing Corporate Social Investment (CSI) initiatives by the bank, the Co-operative bank foundation was established to complement public effort's to increase access to education for the young people both at secondary school and university level. The bank also offers mentorship and internship programmes to the beneficiaries to provide them with the necessary exposure to work environment. The secondary scholarship program has grown from an initial sponsorship of 30 students per region, to 60 students per region and another 5 students per county currently. Since inception the foundation has spent Ksh.776 Million to support a total of 5089 students; 4902 in Secondary school education, 168 at university level and 19 to Co-operative university college. In 2016 alone, the Foundation invested Kes.183 Million to support 2283 and 144 students pursuing their secondary and university education respectively.

### Co-op Consultancy & Insurance Agency Ltd

CCIA was formed in 2002 as a specialist subsidiary of the Bank to provide capacity building (Consultancy and financial advisory) services mostly to the Co-operative movement and other selected sectors of the economy at very concessionary terms. Its key objective is to enhance efficiency and profitability of the Co-operative movement through the provision of affordable solutions.

Since founding CCIA has successfully conducted over 2000 business advisory mandates. In 2016 they concluded 131 mandates with over 7009 individuals undergoing training. In the year, approx. Kes.2 million was incurred as concessions. We have also moved to impact the wider Eastern Africa Region at Kilimanjaro Co-operative Bank in Tanzania as well as partnership with the Government of South Sudan towards setting up of a farmers' co-operative union at Aweil Rice Irrigation Scheme.



## Sustainable social Responsibility



**Developing health and Education  
Participating in national development  
through investment in social initiatives  
in the health and education sectors, a  
more convenient, interactive and  
enhanced banking experience.**



### Employee Diversity

The bank endeavours to preserve gender and cultural diversity in our employee mix and takes pride as an equal opportunity employer for all qualified persons.

This has created an inclusive environment where individuals and teams harness strengths in diversity to maximise potential and excel in performance. By way of internal staff forums, the bank raises employees' understanding of strength in diversity and ascertains the spirit of patriotism and oneness to maintain all-round staff wellbeing.



### Employee Welfare

We are determined to make the bank a great place to work, to encourage people to bring out the best of themselves in work and in helping each other realize their full potential. We view each other as part of one big family, and each member's welfare as our collective responsibility. Our Staff welfare club participates and contributes to the welfare of the members in both times of need and celebrations; such as newborns, marriages, Hospitalization and bereavement. We invest in out-of-office staff activities such as sports events, team-building and CSR activities in reflection of our deep commitment to staff wellbeing. In 2016, the Bank sponsored three teams in National leagues (Basketball men, Basketball ladies and volleyball men), all annual interbank events and marathon events (First lady half marathon, Sasamua Dam run among others) and several golf tournaments. The bank was ranked position 4 overall out of 29 in the 32nd annual KIB inter-banks games for Nairobi region. The bank emerged winners in Table Tennis, Athletics men and Athletics women. In the KIB Inter-Bank Quiz our team emerged 1st Runners up.





## People with Disabilities Policy

The Bank is committed to equal opportunity and access for people with disabilities. In accordance with our values and the law, the Bank does not exclude any qualified persons with disabilities from participating in employment opportunities and Bank programs or activities. We are a strong advocate that people with disabilities have the skills to pursue meaningful careers and play an important role in our society and contribute to the bank's success as well as the wider success of the society.



## HIV/Aids Policy towards Positive Living

The bank has developed a HIV/AIDS policy based on the understanding that we are a caring institution with staff welfare at heart. As a policy, the bank does not screen for HIV during employee recruitment nor does it discriminate in any way against HIV positive staff and such cases are treated like any other health condition for purposes of medical cover.

Our HIV/AIDS policy ensures that staff living with HIV/AIDS enjoy equal health and social discretion, including confidentiality, prevention of stigmatisation and discrimination. Further, emphasis is made to provide information on preventive measures through external professional counsellors and trainers. Structured informal discussions at office level are also managed through the Peer Education Programme to promote sharing of awareness information and material.





### Community Dialogue

As part of the wider community in which we operate, the bank collaborates with various stakeholders involved in poverty eradication, advancement of education, inadequate access to health services and financial services and various other activities addressing local challenges.

In an effort to improve the use of modern agricultural technology in the Coconut Sector, we collaborated with Amiran Kenya. To extend the quality of health services offered to citizenry, the bank partnered with the Kenya Diabetes Management and Information Centre as well as the Kenya Psychological Association. The bank takes part in activities of national importance and we supported the Kenya National Assembly Prayer Day.



### Labor standards

We practice the virtuous value of mindfulness in appreciating the need for work-life balance for our staff and we have created an inclusive and conducive environment to cater for their different requirements. We support staff in child-rearing responsibilities by providing time off work for male and female staff in line with existing labour laws and best practice for enhanced productivity and employee engagement.

Our bank maintains cordial relations with the staff union and we continue to foster partnership to ensure that staff interests are addressed timeously. On a continuous basis we create an inspiring experience for our people by improving the employee engagement incrementally as a key success factor to great business results as well as staff productivity.

A composite image showing a hand holding a small globe. The globe features a rainbow, green hills, and small houses. In the background, there are wind turbines and a white airplane flying in a blue sky with white clouds. The sun is visible on the left side.

# Caring for the Environment

Climate change continues to be one of the biggest challenges facing the world today, as a global threat that may affect each and every aspect of our civilization. The climate change related risks for the banking industry in Kenya vary from the indirect rise in operating costs to largely non-existent legal guidelines. We appreciate that, banks that successfully handle and manage these risks from the onset, will not only be in a position to manage these costs but will also benefit from various opportunities such as being able to address changing customer profile expectations and meeting the financing needs of “green” investments. For this reason, we at co-op bank believes that climate change is a strategic issue that requires full integration with all business processes and decision-making mechanisms.



## Waste Minimization

In order to reduce waste the bank has proactively adopted a 3Rs Model of Retain, Recycle and Re-use. Everything is useful to somebody else; Shredded papers are given to recyclers, Used envelopes are re-used internally and detailed catalogue of assets and users is maintained to facilitate internal shifting from idle (Excess) stations to where they are shortages instead of procuring new ones.



## Emissions Reduction

Finance plays a key role in the transition to a low carbon economy by helping our customers to mitigate their emissions, save energy and reduce costs by providing funding for energy efficiency and renewable energy generation projects from small to large enterprises.



## Regulatory Compliance

We maintain an open, honest and transparent relationships with the regulators and ensure compliance with all legal and regulatory requirements in order to ensure regulatory compliance. As one of Kenya's Big banks we understand our responsibility in constantly engaging regulators in order to promote the required soundness and stability



## Ecosystem Services

The bank has fully shifted to the use of green gases equipment's to be in compliance with the Kyoto protocol and the green environment envisaged in the future; For instance the bank has substituted air conditioning equipment that have green gases (R410A & R407) as opposed to the prohibited R22. These gasses that do not contain chloroform that enhances depletion of the ozone layer.



## Biodiversity

Biodiversity underpins life on Earth. Biodiversity ensures the sustainable productivity of soils and provides the genetic resources for all crops, livestock, and marine species harvested for food. We recognize the global threat posed by environmental issues such as climate change and loss of biodiversity. We ensure preservation of biodiversity by requiring our customers to provide requisite approvals from authorities tasked with environmental protection such as National Environmental Management Authority (NEMA)



# Socio-Environmental Stewardship

## Safety and Health

### Health, Safety & Wellness Programme



We value and protect the health and safety of our employees and people who directly or indirectly may be affected by our business activities. A safe and secure working environment is a key priority and our work-spaces are specifically designed with this in mind. Adequate dressing and equipment arrangements are in place for employees whose work necessitates this, thus facilitating high staff productivity. Our processes and procedures prevent incidents of safety hazards, ill health and occupational diseases. Being proactive on health and safety continues to reduce costs associated with absenteeism and contributes to a high performance culture. As part of our broader wellness programme, we facilitate staff access to professional advisors and counsellors on matters relating to work, health, relationships and general social wellbeing. Further in 2016, the bank launched a Wellness program for all staff aimed at basic health and wellness checkup, body composition analysis and dental and optical screening. We believe this enhances staff productivity and has a direct impact on business performance.

## Global Climate Change



We are cognizant of our role in facilitating the decarbonization of the environment and enabling renewable-energy scale up. Bolstered by the Paris Agreement on climate change, there is now unprecedented international resolve to reconfigure the global economic system to address urgent human development needs without breaching crucial ecological and environmental limits. As a bank our activities will be guided by these globally agreed initiatives.

## Local environment Impact



We seek to establish partnerships with industry members, government agencies, relevant environmental bodies, suppliers, customers and the general public to promote and achieve a high standard of environmental care. Pursuant to this objective, the bank partnered with the Agence Francaise De Development (AFD) towards promoting Renewable Energy and Energy Efficiency investments in the country through a USD 37.1 Million (Euro 30Mn) credit agreement. The Bank has funded various entities undertaking projects in Wind power generation, solar power installation and acquiring/upgrading to green energy efficient machinery. We also have a long-standing link with the Nairobi City Council to maintain green-gardens around Co-operative House. We have also collaborated with schools and government agencies in tree-planting activities in support of Kenya's effort to increase forest cover to the recommended 10% of area

## Socio- Environmental



### Resource Management

Our bank's environmental policy is aimed at conducting business in a responsible manner through conservation, optimal use of resources, energy saving mechanisms and reduction of waste. We believe operating digitally and paperless hence in our transformation journey we have phased out paper deposit slips and automated over 68 previously manual activities including establishing e-loans. We are also requesting our customers to switch to digital bank statements. We are selling idle assets and shredded paper for re-use. We are enhancing water harvesting at our properties to reduce reliance on public utility firms and free that capacity for access by currently un-connected citizenry. Towards our pursuit of a carbon-neutral operation, we migrated from diesel-powered generators to electric inverters as backup for our ATM machines.

# 2016 ACCOLADES

Catalyst  
Awards  
2016



Recognising Catalytic Finance that Impacts Industry, Economy & Society

**2<sup>ND</sup> POSITION:**  
***Overall winner***

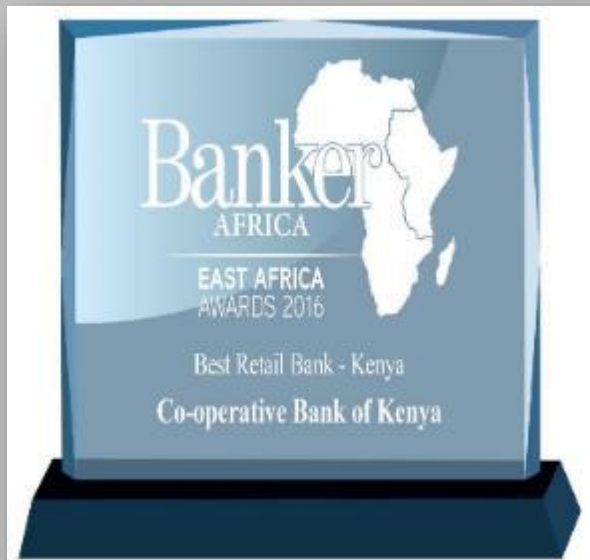
**2<sup>ND</sup> POSITION :**  
***Best Practice in Sustainable Finance***

**1<sup>ST</sup> POSITION:**  
***Commercial Client Case Study***  
***(Strathmore University Solar Energy Project)***

**1<sup>ST</sup> POSITION:**  
***MSME Case Study( Varomatech Enterprises)***



# The Award winning Brand!



## 2016 World Finance Awards

◆ Best Commercial Bank, Kenya

## Banker Africa- East Africa Awards 2016

◆ The Best Socially Responsible Bank in East Africa

## Banker Africa- East Africa Awards 2016

◆ The Best Retail Bank in Kenya



## Utumishi Bora Awards 2016

Dr. Gideon Muriuki- was awarded the Grand Award, Mtumishi Bora 2016

The awards held by Kenya Christian Professional Forum promotes effective implementation of chapter 6( Leadership & Integrity) of the Constitution of Kenya

A vibrant, stylized illustration of a green hill under a light blue sky with white diagonal stripes. The hill is covered in various green plants, flowers, and small black dots. Several trees of different shapes and sizes are scattered across the hill. In the background, a group of people is walking. The sky is filled with colorful circles, butterflies, and birds. The overall scene is bright and positive.

***‘Committed to creating a positive impact without leaving a negative impact’***