

The Africa Corporate Sustainability Champions

Volume 1: The Nigeria Casebook
on Corporate Sustainability



LAGOS
BUSINESS
SCHOOL

PAR-ATLANTIC UNIVERSITY



LBS
Sustainability
Centre

The Africa Corporate Sustainability Champions

*Volume 1
The Nigeria Casebook on
Corporate Sustainability*

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Foreword

Organisations in Nigeria are starting to appreciate the sustainability dimension to their activities, although as a nation, we still have some way to go. This is why I am pleased that the LBS Sustainability Centre is taking the initiative to document the experiences of organisations who are some way on their sustainability journey, to present their understandings and interpretations of sustainability in their organisations, the benefits they have had on their local communities and the lessons learnt from their journey. It is anticipated that these are experiences from which other organisations in Nigeria and beyond, may be able to learn from, as they consider how they too can imbue the sustainability agenda in their own businesses.

One observation I have had participating in the Nigerian business environment is the need for sustainability to be simplified, as so much of the narrative can seem overwhelming. This casebook series provides an avenue for learning and will contribute to the facilitation of a learning culture in our business environment.

This learning culture is important, as the road to sustainability is not easy, and integrating sustainability in any organisation needs to be carried out in a systematic manner, that involves people across all levels of the organisation, to cascade the sustainability mindset and culture within the organisation, and to equip people with the resources to intellectualize and come up with ideas of how a developing and consumerist society like ours can realize benefits from sustainability.

We are still at the early stages of the sustainability journey, but as the champions in this handbook have demonstrated, sustainability is an important phenomenon, with the potential to transform organisations and societies, and in so doing, lead to the economic and social development of Nigeria



Mutiu Sunmonu
Chairman,
Julius Berger Nigeria

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Participating Organisations



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Introduction

Disruptions, unpredictability, and intense competition will continue to dominate the global business environment and Nigeria is not left out in these complexities. As we experience the adverse effects of climate change, poverty challenges and economic contraction, a business should be prepared to answer the sustainability question. Issues such as poverty, resource scarcity, the dearth of human development, bad governance and infrastructural dearth are challenges bedevilling our society. These issues pose challenges to business development. Businesses share responsibility in creating these externalities. The activities of a business in relation to how it manages its carbon footprint, resource use, promotion of diversity and equality, effective stakeholder management and wealth creation, enable either a positive or negative impact on society. The consequence of negative impacts is hindered development. Businesses have an important role in society and that role is to be of service to society (McLaughlin & McMillon, 2015). This they do, by ensuring inclusive development through enhancing positive impact and contributing significantly to the advancement of societal wellbeing.

In this complex business environment, competitive advantage means reconciling economies of scale with entrepreneurial flexibility, innovation with cost efficiency and globalization with local responsiveness. To achieve this, firms need a paradigm shift: a new model of capitalism, a new way of doing business. A new paradigm could mean a new way of reaching customers or a new meaning as to the essence of performance and a new business model - a new way of creating and capturing value. Therefore, sustainability could be seen in this light as a paradigm shift in the way business should be done. Nigerian businesses cannot be left out of this new thinking and new social, environment and economic order. Interestingly, the discourse on business as a vehicle for inclusive performance that is measured based on social, economic and environmental parameters has gained a foothold.

Increasingly businesses in Nigeria are growing in their understanding of creating shared value (Porter & Kramer, 2011) in their value creation process. Businesses are moving from sustainability as philanthropy, to value chain sustainability and addressing societal problems such as education, health care and water for sustainable development (Brundtland, 1987). The discourse that takes into account the peculiarities of Africa's complexity for a better understanding of how to address these challenges resonates around Africapitalism. This concept, like sustainability, captures what should be the socio-economic responsibility of firms in contemporary African society. Africapitalism explores creating and advancing a society of wellbeing, where society and business co-exist in a harmonious, transparent, accountable and mutually beneficial relationship devoid of mistrust. Though a myriad of challenges and issues, such as knowledge determinism, cultural determinism, social unrest and insecurity, poverty challenges and poor infrastructural positioning ravage our society, the time is right for such adversity to be seen in the context of opportunity as we explore the sustainability journey.

Businesses can turn these challenges to opportunities (World Economic Forum, 2011), by strategically developing inclusive and innovative business models that will address these problems for a win-win situation between businesses and society. For example, financial inclusion for those at the bottom of the pyramid, will not only increase the number of banked Nigerians but also enhance financial literacy and access to financial opportunities that will improve the wellbeing of the poor. Efficient energy and water stewardship management will help businesses to be cost-efficient in energy and water use and at the same time result in CO₂ reduction and replenishing of the environment with clean water. Now is the time for businesses to see value beyond a narrow profit approach and towards a holistic society-minded approach that is impactful and driven with purpose (Amaeshi, 2015) and accounts for performance from the three factors of social, environmental and economic. By focusing on the triple bottom line approach of social, environmental and economic performance, businesses are significantly able to address societal problems and enhance their economic development.

The value chain approach enables businesses to understand, measure and capture the impact of their activities on society and the business itself. Being that businesses are inclusive of society, they are not excused from the negative impacts they create. Businesses cannot afford an exclusive relationship with society; this is because society-people-market drive the very essence of business. Understanding the importance of this relationship is evident in the United Nations (UN) Sustainable Development Goals (SDGs). These are 17 goals developed to address societal problems. Goal 17 of the SDGs emphasise a framework of collaboration for the successful implementation of the SDGs. This will afford businesses the opportunity to develop a robust stakeholder

management framework for effective business-to-business partnership and partnership with civil society, not-for-profit and government. This casebook highlights the sustainability journey of eight companies in Nigeria. It is expected that the underlying message of their sustainability journey will help galvanize further the sustainability discourse in management education and as a business practice across Nigeria and Africa.

Methodology

The companies for the cases were selected based on the following criteria: a) embedding and integration of sustainability across the value chain, b) engaging in community engagement by addressing social and environmental issues in their communities - education, health, water and empowerment programmes, c) reporting on their sustainability journey.

Thirteen companies, multinational and Nigerian, public and private were invited to participate in the research project. Nine companies responded and complied with the research team's data and interview requests, while four companies were passive despite numerous reminders. The final samples (firms) were selected randomly based on the firm's acceptance to participate in the study and the availability of relevant data. A qualitative approach was deployed in conducting the research. This includes desktop research of the sample companies' information, review of the organisations' 2007-2017 annual reports and most recent sustainability reports, one-on-one interviews with key executives and sustainability professionals in the organisations, and deployment of narrative questionnaires to key sustainability professionals in some of the organisations. The heads of sustainability of six organisations were interviewed, while three opted to use the questionnaire. The interviews were transcribed and analysed for use.

The companies were studied to demonstrate that companies in Nigeria increasingly understand the importance of the sustainability journey. The Sustainability Champions research project is intended to be a continuous project with biennial case book publications. This is the first in the series and the idea is to expand the scope in the next edition. Two areas we intend to examine based on the feedback from this study are sustainability leadership and the sustainability professional. Studies have shown that without leadership, sustainability is impractical. What then is the role of leadership in the sustainability journey of Nigerian organisations? We also intend to address the question of the sustainability professional. What is the role of this professional? What is the inclusive value of the sustainability professional to the organisation?

The companies studied include seven multinational companies operating in Nigeria and three Nigerian businesses (Table 1). The companies operate in diverse sectors of the Nigerian economy: Financial Services/Banking; Fast Moving Consumer Goods (FMCG); Manufacturing/Beverage; Construction/Real Estate; and Marketing.

| Company | | |
|---|-------------------------|-------------------------------|
| Access Bank www.accessbankplc.com | Public | Financial Services/Banking |
| Coca-Cola System in Nigeria www.coca-cola.com.ng/en/home/ | Conglomerate/ Public | FMCG/Manufacturing/ Marketing |
| Diamond Bank www.diamondbank.com | Public | Financial Services/Banking |
| First Bank Nigeria www.firstbanknigeria.com | Public | Financial Services/Banking |
| Guinness Nigeria www.guinness-nigeria.com | Public | Manufacturing/FMCG |
| Julius Berger Nigeria www.julius-berger.com | Public | Construction/Real Estate |

| Company | Industry | Ownership |
|--|-------------------------|-----------------------------------|
| Nestle Nigeria www.nestle-cwa.com/en | Public | Manufacturing/FMCG |
| Tolaram Group www.tolaram.com | Conglomerate/ Public | Manufacturing/FMCG/Infrastructure |
| Unilever Nigeria www.unilevernigeria.com | Public | Manufacturing/FMCG |

Table 1: Companies Studied

Key Findings

Within the developing context of Nigeria, our findings highlight the trend of businesses as active or passive agents in Africa and the need for a more sympathetic approach to harnessing the role businesses can play as agents for societal change.

1. Collaboration is Important
2. The Need for Trust
3. The Need for Awareness and Training
4. SMEs Need Sustainability Too

Collaboration is Important

Participants shared the importance of collaboration on the impact of their social change interventions. Various forms of collaboration and partnerships were presented, in recognition of the multiple ways stakeholders can be involved in the sustainable development agenda. These partnerships include working with NGOs, as well as inter and intra-industry partnerships to unlock benefits from inter-sectoral linkages. Societal change interventions require a large-scale multi-partner approach which required the formation of viable partnerships in the public and private sectors that could provide the tools, resources, capabilities, expertise and direction necessary for the attainment of results.

The Need for Trust

Trust emerged as a key consideration in collaborating for societal change interventions. Some participants shared some of the challenges of engaging in partnerships, including resource investments, calming of egos, negotiating on brand visibility and compromises. Participants also highlighted the importance of trust in meeting this objective.

The Need for Awareness and Training

Overwhelmingly, participants shared the need for wide-scale training and awareness, as regards the framing of sustainable development, to simplify the meaning of sustainability and how businesses can contribute to the sustainable development agenda. This includes documenting, highlighting and showcasing the work currently done by business organisations, their experience and the lessons learnt that can be improved on over time, to propagate responsible business practices. One solution proffered was the need to change the mindset of businesses in Nigeria, for organisations to see societal change as a process of enriching lives and society, aimed at ensuring the development of Nigeria. One participant explained that neutral bodies such as research organisations could advance the message on societal change by using their repository of knowledge to act as facilitators for training and awareness programmes and also mediate partnerships between organisations.

SMEs Need Sustainability Too

Sustainability and responsible business practices need to be framed in a more inclusive manner to encourage organisations of all sizes, to participate in the sustainable development agenda. Participants explained the need to dispel myths such as sustainability being for large organisations alone. Some of the interventions may appear to be cost-intensive, but integrating responsible business practices can be carried out across several levels in an organisation.

Case Study 1

Leading Sustainability in the Nigerian Banking Industry



Access Bank began its journey about 30 years ago, and in the time since the bank has grown to be one of Africa's top 20 banks in terms of total assets and capital. This case study details the Access Bank sustainability journey, particularly how the bank contributed to the transformation of its institutional environment by pioneering the introduction of the Nigerian Sustainable Banking Principles (NSBPs).

Company Overview

Access Bank's vision is to be the world's most respected African bank and in its 29 years of existence, the bank has striven to attain this vision. Access Bank became a private commercial bank in 1989 with its first branch in Lagos and it operated as a private commercial bank until 1998 when it was listed on the Nigeria Stock Exchange and became a public limited liability. In 2001, the bank was granted its universal banking license by the Central Bank of Nigeria (CBN) which enabled it to expand outside of the Nigerian banking market. Currently, the bank's assets, loans, deposits and branch network make it one of the twenty largest banks in Africa.

| Access Bank Global Operation | |
|-------------------------------|--|
| Countries of operation | Nigeria, Ghana, Gambia, Sierra Leone, Zambia, Rwanda, Democratic Republic of Congo, United Kingdom, Lebanon, China, India and the United Arab Emirates |
| Number of Branches | 315 (FY 2017) |
| Staff Strength | 3,189 (FY 2017) |

Table 2: Access Bank Operations Overview

| Access Bank Financial Performance | | |
|-----------------------------------|----------------------------|-------------------------------------|
| Year | Revenue (Billion Naira) | Profit after tax (Billion Naira) |
| 2017 | 459.07 | 60.08 |
| 2016 | 381.3 | 71.4 |
| 2015 | 337.4 | 65.9 |
| 2014 | 245.4 | 43.1 |
| 2013 | 180.2 | 31.04 |
| 2012 | 180.7 | 31.6 |
| 2011 | 96.2 | 13.6 |
| 2010 | 79.1 | 12.9 |
| 2009 | 104.5 | 22.8 |
| 2008 | 57.6 | 16.05 |

Table 3: Access Bank's Financial Performance

The Access Bank Sustainability Journey

Access Bank set up its Corporate Social Responsibility unit in 2008. The unit was tasked with the role of identifying areas for the bank to commit to its responsibility to the wider society. To do this, the bank needed to understand what its responsibility was, and to whom, and how this responsibility could be met. These considerations led to the evolution of the unit into the Sustainability department in 2011 and the unit's remit expanded beyond social responsibility to include the integration of sustainability into the bank's core business activities and operations.

According to Access Bank's Group Managing Director and CEO, Herbert Wigwe, sustainability must be embedded into the fabric of the business, for the goal of contributing to economic development and achieving long-term success. The case for sustainability is, therefore, one that is understood and propagated by the leadership of the bank, which has been a key factor for the bank's success.

With this focus on sustainability, Access Bank's core values include excellence, innovation and leadership, values that are regularly communicated to stakeholders are required elements from its staff across the bank's entire value chain in an approach coined 'excellence on all fronts'. The bank embedded sustainability with its core values, as exemplified in its definition of sustainability, "Sustainability is providing innovative solutions to social, economic and environmental issues." In line with this definition, Access Bank anchored its sustainability approach on responsible banking practices, community investment and environmental efforts.

Leading Sustainability in the Nigerian Banking Industry

Access Bank had a pivotal role in pioneering the development and introduction of the Nigerian Sustainable Banking Principles in the institutional environment of Nigeria. Following the wave of bank insolvencies in the 1990s and 2000s, there was a need to rebuild the image of the Nigerian banking industry. The Central Bank of Nigeria had also introduced several reforms to address the challenges in the industry.

Access Bank's leadership identified a need to sustainably tackle the challenge, and started reaching out to counterparts in the industry. In March 2011, a capacity building workshop to create awareness and knowledge about the environmental impact of bank activities was organised for major stakeholders in the industry. The workshop was organised in conjunction with partners, the International Development Bank of the Netherlands (FMO), International Finance Corporation (IFC); African Development Bank (AfDB) and Proparco.

Six months later in September of the same year, Access Bank organized the Nigeria Sustainable Finance Week. This provided a platform for key stakeholders in the industry to interact and one of the issues for deliberation was sustainability. During the CEO roundtable session, banks' CEOs discussed sustainability in the banking sector. Following this, leaders were determined to integrate sustainability within their banking activities in a more informed way. The Strategic Sustainability Working Group (SSWG) was born. The group was a collection of experts tasked with providing a framework that would guide the sustainability efforts of the Nigerian banking industry. Things happened very quickly and in October 2011, CEOs of Nigerian banks committed to the development of the sustainable banking principles by signing the joint commitment statement on the Nigerian Sustainable Banking Principles (NSBPs) that was then shared with the Central Bank of Nigeria.

Access Bank, a founding member of the group, played a crucial part in the process. Meetings were organized and hosted by the bank at its headquarters in Victoria Island. The bank also provided valuable input and resources due to its prior experience integrating sustainability in its activities. The group was successful and a year later on September 3, 2012, the Central Bank of Nigeria released a circular directing all banks, discount houses and development finance institutions to adopt and implement the NSBPs together with sector-specific guidelines (oil & gas, agriculture and power industries).

This remains one of the key successes in the history of banking sustainability in Nigeria as it catalysed sustainability efforts throughout the sector. Banks were now required to develop their Environmental and Social (E&S) framework and to report annually on their sustainability activities. Many banks responded and today almost all of the banks have integrated sustainability into their business activities. A 2017 report by Deloitte that surveyed 20 Nigerian banks highlighted that 95 per cent of the banks had been implementing their sustainability initiatives. Clearly, Access Bank's role in bringing about an industry-wide shift towards sustainability was one of the strongest pieces of evidence of its commitment to leading sustainability.

Responsible Banking

Responsible banking or ethical banking refers to a type of banking where the bank monitors the social and environmental impact of its investments and operations. This practice encompasses a wide array of areas focused on attaining economic, social and environmental development. At Access Bank, this was known as the triple bottom line approach, through which the bank ensures that its business activities are economically, socially and environmentally responsible.

In order to create positive impacts in these three areas across its entire stakeholder spectrum, the bank employs the concept of creating shared value (CSV). The CSV approach was developed by Michael Porter and Mark Kramer. It focuses on how businesses can create value for themselves and ensure societal wellbeing through their value chain. In essence, CSV is a value chain sustainability approach. This concept was exemplified in policies and operating practices that enhance the competitiveness of the bank while simultaneously improving the economic and social condition of the community in which it operates. Put simply, CSV helps the bank to fulfil its societal responsibilities in ways that also bring economic gains. In this way, CSV guides the identification of projects and initiatives - those that deliver measurable and sustainable long-term benefits for its stakeholder communities and the bank as a corporate entity are prioritized.

Cascading this into practice occurred over time. Firstly, the bank's board revised its corporate philosophy with a focus on sustainability - which was introduced as a category on the bank's governance scoreboard. The board also allocated 1 per cent of profit before tax to its sustainability activities. Across its value chain, sustainability considerations became a major factor in supplier policy and engagement procedures. For its customers, the bank focused on responsive responsible banking with a renewed approach to customer engagement - the process was developed using multiple customer touchpoints of call centres, online surveys and one-to-one interaction to collect feedback from customers to be addressed in a timely manner before they escalated.

Responsibility to Employees

Responsible banking also includes the bank's relationship with its employees - to be able to bank responsibly, employees needed to be equipped with the relevant skills to carry out their duties. Training was deployed throughout the bank in this regard. Employee compensation was also revised and a reward system introduced that ensured employees were encouraged to have work/life balance.

However, all of these would have remained under the radar if not for another responsible decision regarding reporting and transparency: starting in 2008, the bank began to publish annual CSR reports using the Global Reporting Initiative (GRI) guidelines and the London Benchmarking Group (LBG) model. Through these reports,, the bank was able to communicate more clearly its sustainability efforts to the public.

Product Responsibility

Product responsibility was another practice the bank had engaged in as part of its responsible banking focus. In 2012, the bank undertook a cost-benefit analysis (CBA) to determine the benefit(s) of incorporating environmental and social (E&S) standards into its risk management and lending practices. The analysis revealed that E&S integration could lead to strong benefits for the bank: access to Development Finance Institutions (DFI) finance, a rise in credibility, a better risk management process, profitability and growth. Seemingly an integration of E&S standards would propel the bank to growth.

The timing for this intervention was important as it was in the aftermath of the global financial crisis and at a time in Nigeria when several reforms were taking place in the banking sector to tackle issues of efficiency, transparency and responsibility. Globally, the world was starting to take more seriously the challenges posed by climate change and in Nigeria, Access Bank was asking itself how it could assume responsibility and make its own positive contributions to society.

For Access Bank, the leap was a relatively easy one given its existing focus on sustainability. In 2009, the bank had signed up to the United Nations Global Compact (UNGC) and Equator Principles (EP) - global best practice principles that provided a framework for its credit and lending policies. It also introduced its Environmental, Social and Governance (ESG) plan in 2012 which stipulated how it planned to embed ESG considerations into its business operations. Following on from this, the bank set up its own Environmental and Social Risk Management (ESRM) Policy that is still in use today.

The ESRM policy is a multi-step review system which helps the bank evaluate all the projects that the bank plans to fund to ensure that it was compliant with the related environmental and social policies, and Nigeria's environmental requirements as stipulated by relevant national and state environmental agencies. According to the ESRM policy, activities that involve significant conversion or degradation of critical natural habitat and utilize forced labour or harmful child labour either in production or the supply chain are to be avoided. The ESRM policy also outlines appraisal and approval requirements on certain types of obligors and transactions that are subject to environmental or social risks. The clearly defined structure ensures pro-active identification, assessment and management of environmental and social risks before they become significant or result in an adverse outcome for the client and environment. One example of its application was the granting of USD\$90 million medium-term facility to OIS-Indorama Limited (OISIL) with respect to the construction of a multipurpose jetty to be used by Indorama Eleme Fertilizer & Chemical Company Limited (IEFCL) for the evacuation of its urea fertilizer product meant for export. Before granting the facility, the bank screened the transaction, applying the Equator Principles. Access Bank granted the facility, after ascertaining the project's compliance with those Principles.

Inclusivity as Responsible Banking

In Nigeria and across other markets in Africa, the majority of the population are either unbanked or underbanked. To address this, Access Bank introduced an innovative financial inclusion programme. In Nigeria, due to the low level of financial literacy and poor access to financial information, the unbanked and underbanked segment accounts for about a significant 46.3 per cent of the population. Access Bank aims to reduce this number to 20 per cent by 2020. In light of this, the bank had established financial products and services that target children a major part for the unbanked segment. For example, the Access Bank Early Savers account, launched in 2011 was providing banking services to children under 18 including unborn children by encouraging savings from parents and guardians and promoting financial understanding and literacy. Other financial inclusion products include evergreen Account for retirees and the elderly. The bank also introduced the women in small and medium enterprises initiative, which supports female entrepreneurs as part of the "W" initiative and Access Money, which delivers the ability to carry out transactions from virtually anywhere.

In all of this, the bank's desire to elevate its sustainability practices to international standards had been consistently evident. The goal was to ensure that the society and all of its stakeholders benefit comprehensively from its operations as a responsible corporate entity.

While providing awareness on the importance of banking for safe money-keeping, and the services provided by banks that can contribute to stimulating economic activity, especially in developing economies was responsible banking, the competitiveness of the marketplace also means that banks and other financial institutions can expand their client base by developing products and services to appeal to new markets.

Community Development

Community development in this context implies the activities businesses conduct for societal benefit. It can be seen as the result of a positive relationship between business and society. Though sustainability is better served as a value chain approach, the peculiarities of the Nigerian society - poor infrastructure, health care, educational facilities and water challenges - imply that for businesses to have a long-lasting positive impact on society, they would need to extend sustainability beyond their immediate core business activities and include the wider community in which they operate. Access Bank is committed to addressing some of these challenges through its community development initiatives. These initiatives evolved from the Sustainable Development Goals and include:

SME public health workplace policy programme: This was instituted in 2008 in collaboration with Global Fund Africa. The programme was designed to be a responsible approach to managing HIV/AIDS, tuberculosis and malaria through effective workplace programmes, partnerships and community involvement. Primarily, it seeks to reduce the impact of the triple pandemics on employees, their families, supply chain, customers and the society in general. The bank had provided internal education programmes such as HIV sensitization for staff and monthly training session for new intakes.

For SMEs, the programme aims to build capacity for SMEs to enable them to develop their own triple pandemic policies and implement such effectively. To achieve this, regular workshops providing training and resources for SMEs are organized and the bank participates in themed events such as the World AIDS day to provide more awareness to customers.

In 2011, a workplace policy workshop SMEs outreach was organized in Nigeria, Rwanda, Ghana and Zambia. The workshop provided SMEs with the opportunity to dialogue with corporations that already have established workplace health policies and learn good practices from them. Over 1,150 SMEs across Africa were trained on developing a workplace policy and programmes on the triple pandemic and these organisations would go on to assist about 11,500 of their employees and over 46,000 of their departments to make informed behavioural and medical choices, an exponential result.

Employee Volunteering Scheme (EVS): Access Bank introduced this scheme in 2009. The scheme was premised on encouraging employees to give back to the community by volunteering. The scheme had been successful and employees were proud to be part of an organisation-wide initiative to volunteer in any capacity (for example contributing ideas, skills and resources for societal development) within their local communities. Employees have also reported the impact volunteering had on their own personal development.

While some people take part in volunteering on an individual basis, legitimising volunteering through an organisation-wide policy also helps to give cohesion and consistency to the bank's volunteering process, thus increasing the impact of volunteering activities. By 2010, the bank's employees had already contributed to the lives of about 25,000 people across the key focus sectors – education and health - in various parts of the society ranging from students, vulnerable children affected by HIV/AIDS, hospital patients, orphans, old people, prison inmates and motherless children.

Women empowerment: The Nigerian population was about 50 per cent females, many of whom work in the local informal economy. Access bank focused on women empowerment by improving the capacity of these women either in business or in entrepreneurship. In line with this, the bank started its Gender Empowerment (GEM) programme in partnership with the International Finance Corporation (IFC) and Enterprise Development (EDC), the entrepreneurial arm of the Pan-Atlantic University. The aim of the GEM was to identify the challenges faced by women-owned enterprises and work with the owners to address them. The programme identified financial illiteracy and difficulty accessing loans as some of the challenges faced by the enterprises.

Armed with this knowledge, seminars and workshops were arranged regularly to engage with female entrepreneurs across the country. The bank also provided support packages for these women such as periodic business newsletters informing them of recent developments in their operating environment (regulatory, tax, accounting, industry, legal etc.) and the likely impact these may have on their businesses.

To improve their access to finance, Access Bank rolled out special financial products for women entrepreneurs and businesses. These products provided entrepreneurs with specialised banking services, funds for expansion of operations, working capital and in some cases, seed capital for their business ideas. Advisory services to enable entrepreneurs to identify potential pitfalls and mitigating factors were provided in the areas of management, marketing, human resources, and procurement.

By 2010, over 300 women had benefit from GEM. In 2014, a similar programme was launched called the "W" initiative. This new initiative unified all of Access Bank's women's empowerment offerings such as capacity building programmes exclusive to women, mentoring programmes, and maternal health services. Through this initiative, the bank aims to build a stronger sustainable society that leverages the resilience of women.

Internally, the bank's commitment to gender empowerment was also reflected in capacity-building programmes like the Access Women's Network. The network provides women within the Bank with the opportunities, tools, networks and support they require to assume future leadership roles within the organisation. The Access Women Network Blog, an internal blogging site was created to connect with women across the bank and provide resources (articles, videos, pictures etc.) to help them develop their capabilities in a wide range of areas: career, finance, health, fitness, social responsibility and fashion.

Access Bank was trying to ensure prioritisation of gender inclusivity as evidenced by increasing the proportion of female to male employees.

| Workforce Ratio from 2012 to 2017 | | | | | | |
|-----------------------------------|-------|-------|-------|-------|-------|-------|
| Year | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 |
| Number of female employees | 1,611 | 985 | 1,116 | 1,167 | 1,288 | 1,434 |
| Percentage of female employees | 39% | 40% | 41% | 42% | 44% | 46% |
| Number of male employees | 1,366 | 1,478 | 1,605 | 1,630 | 1,670 | 1,756 |
| Percentage of male employees | 61% | 60% | 59% | 58% | 56% | 54% |
| Total number of employees | 2,977 | 2,463 | 2,721 | 2,797 | 2,958 | 3,190 |

Table 4: Access Bank Gender Diversity in the Workforce

Environmental Efforts

Access Bank also considers the environmental impact of every aspect of its operations. To keep tabs on this, the bank had put in place environmentally-friendly policies and actions that encourage low carbon economies. They introduced interventions in partnership with other organisations to encourage environmental friendliness.

Going green beyond words: was launched in 2009 in partnership with Idea Builders. It was a tree-planting project aimed at fighting climate change by effectively reducing greenhouse gas emissions. The initiative was implemented at schools where students were educated on climate change, causes, effects and solutions, in this way providing students with an awareness of the need to effectively reduce CO₂ emissions personally, within schools and in their local communities. These students would then go on to participate in an extensive tree-planting exercise. A total of 2,800 trees were planted across three states in 2009. At the time of the study, the project had educated 800 students from 40 secondary schools across Nigeria and resulted in the planting of 4,800 trees.

Energy efficiency and low-carbon economies: as a means of reducing its carbon footprint the bank was employing more energy-efficient technologies. For example, the bank-wide shutdown policy was one example which forbids the use of diesel-powered generators beyond 9 pm at the head office and 6 pm at all branch offices. Through this policy, the bank had saved an average of 5 to 6 million kWh annually since 2010. A similar policy was the installation and use of video conferencing in key offices and head office to reduce travelling and CO₂ emission. The bank was also exploring other sustainable forms of energy, for instance, it had a branch powered by solar energy and also had over 240 solar-powered ATMs across Nigeria. The bank also deployed environmentally friendly technologies such as LED lighting and motion-sensitive lighting in its head office and some of its branches.

Access Bank's sustainability efforts also extend to how it approaches waste generation and waste management. In 2012, the bank set a target of reducing its paper use by 50 per cent and in line with that, it instituted several initiatives to manage and reduce paper use. Firstly, the bank invested in a 'workstation' software that automates basic bank operations and processes thereby eliminating the need for paper altogether. The bank also instituted a mandatory double-sided printing policy that greatly reduced paper waste. However, paper was not the only material that was being conserved. Through its reuse and recycle initiative, about 10 per cent of the total volume of water used by the bank annually was reused or recycled. This initiative also aids proper disposal and management of paper, plastic, glass and can waste at its head office and annexes through recycling.

What does the future hold?

Access Bank's sustainability journey has been a learning journey for its stakeholders and the industry at large. The bank's story has redefined how firms can provide leadership when operating in weak institutional contexts such as in Nigeria. It has also shown how financial institutions can facilitate and finance sustainable economic growth through schemes like financial inclusion, education and gender equality. The bank is now more aware of the issues in its environment and better equipped to tackle them. One key lesson the bank has learnt on its

sustainability journey is the importance of collaboration and partnerships. Currently, Access has partnerships with institutions such as the United Nations Environment Programme Finance Initiative (UNEP FI), International Finance Corporation (IFC), the Netherlands Development Finance Company (FMO), amongst others. No organisation can carry out certain projects without forming viable partnerships in the public and private sectors and the bank alone could not have activated the development of the NSBPs. The right kind of partnerships can provide the resources, tools, capabilities, expertise and direction that can lead to the attainment of necessary results. Another lesson is how to communicate the sustainability vision with its strategic vision to garner board-level support.

In the future, Access Bank hopes to be able to develop stronger partnerships in the public and private sector with institutions that can contribute to its work on sustainability and the Sustainable Development Goals. Partnerships need unique perspectives, ranging from media houses and, international finance corporations to regular members of the community.

Case Study 2

A Focus on Responsible Living

Coca-Cola



The Nigerian Bottling Company (NBC) has grown significantly in terms of the company structure, brand portfolio and market reach since its incorporation in 1951. NBC is part of the Coca-Cola System Nigeria which also includes Coca-Cola Nigeria Limited (CCNL). This case study on the Coca-Cola System Nigeria examines how CCNL and NBC translate the sustainability agenda from the global Coca-Cola parent entity and adapts them within the context of Nigeria.

Company Overview

For CCNL, sustainability is the main driver of sustenance, progress and living. It requires active participation from all members of society, in particular, the government, the private sector and the communities in which they operate. CCNL is an international entity with a listing on the London Stock Exchange. This international identity, in turn, ensures that the company operates at globally accepted standards for corporate responsibility and sustainability.

In 1953, NBC's first bottling plant was opened in Apapa, Lagos. This was followed by the opening of the Ibadan facility a few years later in 1961. In 1972, NBC became a publicly quoted company and listed its shares on the Nigerian Stock Exchange (NSE). The new millennium ushered in a wave of growth as NBC became a member of the newly formed Coca-Cola Hellenic Bottling Company S.A, in the year 2000 and delisted from NSE. Coca-Cola Hellenic Bottling Company is a bottling group with operations in 28 countries worldwide.

In Nigeria, NBC is responsible for production, packaging, public relations and sales and CCNL is responsible for strategic marketing, brand management, packaging strategy, consumer promotion, advertising, public relations and market research. In 2016, Coca-Cola invested in Nigerian beverage leader, Chi Limited, maker of popular value-added dairy and juice beverages. The company's product portfolio has grown to include a wide variety of sparkling beverages, still beverages and water

| Product Offerings | | | |
|------------------------------|----------------|----------------------------|-----------|
| Sparkling & Energy Beverages | | Juices | Water |
| Coca-cola | Coca-Cola Zero | Five Alive | Eva Water |
| Fanta | Sprite | 5 Alive Pulpy Orange Fruit | |
| Schweppes | Limca | Drink | |
| Monster | | | |

Table 5: Coca-Coca/NBC Product Offerings in Nigeria

This growth in operations and market leadership has enabled the company to meet its societal expectations in sustainable ways. There is a common belief in the company that these two are interlinked.

Wellbeing: Building Healthy Communities

The Coca-Cola System Nigeria's sustainability strategy is expressed in the company's commitment to minimize its environmental footprint, contribute to the quality of life in Nigeria, ensure the health and safety of employees as well as protect consumers and other external stakeholders. The company focuses on a range of issues, captured as the seven sustainability issues: water stewardship, climate protection, energy, packaging & recycling, consumer health, people development and supplier engagement.

One of the ways the Coca-Cola System met its objective of ensuring a clean and healthy environment in its host communities is a project called Clean Red Streets. This project was a unique community investment programme done in collaboration with the Lagos State Waste Management Authority (LAWMA), with the objective of keeping the streets clean. NBC began the Clean Red Streets Program in 2012 in Oluwole Ogba Community Development Area (CDA). Oluwole Ogba CDA has a large population with a strategic market which results in a lot of waste being generated there. The project benefits over 220 households and 4200 residents in the community. The programme started with five community sweepers provided with the necessary cleaning

materials including bins, brooms, and personal protection gears and monthly wages by NBC. In addition, four 64 Watts solar-powered street lights were provided for the Oluwole Ogba CDA. The community then supports the sweepers by providing a suitable location to dispose of the waste until the final pick up and disposal by LAWMA, thus completing the golden triangle.

The Coca-Cola System is also committed to providing employees with a safe workplace and a culture of workplace safety. Therefore, NBC has implemented a safety management system at its work sites. To this effect, high priority is given to safety measures and procedures. They also keep records of accidents and near misses at sites, a measure of the progress being made towards accident-free work environments are maintained. The company also encourages its employees to live healthily and sustainably through programmes and regular health talks. For example, there is an in-house gym at its headquarters that allows employees to imbibe the exercise culture. As a result, the employees have come to understand sustainability clearly and take ownership of it.

The System is also committed to promoting awareness on HIV prevention, malaria prevention and cure. Malaria is a major public health problem in Nigeria and is a risk for 97 per cent of the population. According to UNAIDS, approximately 210,000 people die annually of AIDS in Nigeria. Lack of awareness on health status and how to manage these diseases make eradicating them a major challenge. To provide awareness, Coca-Cola set up campaigns to mark World Malaria Day and World AIDS Day. Since 2012, Coca-Cola has partnered with NGOs and other agencies committed to the fighting HIV/AIDS in Nigeria. Each year, they provide free HIV Counselling and Testing (HCT) centres activated in strategic locations. People are encouraged to check their HIV status at such centres and where tests are positive, counsel is given and referral to hospitals for enrolment on follow-up counselling and treatment programmes. An average of 200 people volunteers to help out at these centres, increasing awareness and providing hope for people living with AIDS and in 2015, approximately 3.5 million people were reached by this initiative.

The company understands that business cannot succeed without progress in society. When business success is achieved at the expense of society, it is usually fleeting, leading to problems in the long term. That is why the company strives to contribute to the progress of society through its patronization of the local market and value-adding dealings. For example, in 2015, Coca-Cola operated 11 production plants which produced a total of 13 million hectolitres (234 million unit cases). In producing these beverages, Coca-Cola invested about NGN 94 billion on local procurement from 778 local suppliers, which was about 70 per cent of total procurement. This is significant, especially given the limited Nigerian industrial base. The table below provides a brief highlight of the company's societal contribution in the period from 2011 to 2015.

| Societal Contributions from 2011 to 2015 | |
|---|----------------------------------|
| Societal Contribution | Estimated Valued (Naira) |
| Expenditures in the local market (About 70 per cent of total expenditures) | 94,000,000,000 |
| Direct Taxes | 6,200,000,000 |
| Salaries | 18,600,000,000 |

Table 6: Coca-Cola/NBC Social Contributions in Nigeria

The direct value-added of 25 billion naira (salaries and taxes) represents 0.58 per cent of the Nigerian Food & Beverage (F&B) sector GDP. The Coca-Cola System also supports about 100,000 jobs across its value chain in the Nigerian economy, which is approximately 0.15 per cent of Nigerian employment. These numbers provide evidence of the company's focus on the progress and development of societies.

Coca-Cola sees sustainability as an important business approach and seeks to integrate corporate responsibility and sustainability into all aspects of its business management and value chain. Its focus is on goals and priorities that will create development in their business while ensuring progress in the societies in which they operate. This method aims to create shared value for employees, customers and communities. It is also designed to improve on positive social impact while minimising negative environmental impact. To achieve this, the System's initiatives cut across their operations in the workplace, marketplace, environment and community. The Coca-Cola System has invested over 1.9 billion naira to improve educational outcomes, empower women, provide safe drinking water, provide good health-care and promote a safe and healthy environment in the Nigerian society. This is reflective of the company's underlying philosophy that a business is only as sustainable and profitable as the communities in which it operates.

Women Empowerment

Over 70 per cent of women live below the poverty line in Nigeria and this is not unrelated to the challenge of skills and business development among women. This situation has a direct impact on both the Nigerian economy and Coca-Cola. Women constitute 75 per cent of distributors and retailers within the Coca-Cola value chain in Nigeria. For this reason, since 2011, the Coca-Cola System has invested over 688 million naira in women's empowerment projects reaching about 334,760 women.

One of such women's economic empowerment projects is the '5 by 20' initiative. '5 by 20' stands for 'five million by 2020.' It is a global commitment made by the company in 2010 to empower five million women in its value chain by the year 2020. The bulk of that figure is coming from Africa as women in this region are especially marginalized in financial opportunities. This is increasingly important considering that an average of 30,000 women joins the distribution system every year in Nigeria. The programme provides women that are distributors and retailers with basic assets such as iceboxes, umbrellas, tables and chairs. The project also provides these women with business skills training on how to manage their businesses successfully. The iconic retail shop initiative was another initiative that was empowering women in the Coca-Cola system. It was launched in 2013 in collaboration with the Lagos State Government to train and make available the Coca-Cola kiosk and seed stocks to women in the bottom of the pyramid in Lagos. Through this initiative, 250 women have received the kiosk and accompanying seed stocks leading to improved livelihood for the women and their families.

One way to improve the financial literacy and overall competency of the next generation of women is to create an enabling environment for the girls of today. That is what the Coca-Cola System is doing with the Educating Nigerian Girls in New Enterprise (ENGINE) Initiative. The ENGINE Initiative is an education and entrepreneurship programme launched in 2014 to improve learning outcomes and economic status of girls (ages 17 – 19) in the bottom of the pyramid and in vulnerable states like Lagos, FCT, Kano and Kaduna. It is a collaboration between the Coca-Cola System Nigeria, UK DFID and its implementing partner, Mercy Corps International, an NGO. Through this initiative, the girls are provided with entrepreneurial skills training in selling, customer service, financial skills training (savings and financial literacy), leadership skills training, experiential training, mentorship and exercises to build self-esteem. They are also provided with seed stock, two cases of Returnable Glass Bottles (RGB), trade assets- icebox, umbrella and a stand. This programme has benefit about 18,072 women since its inception in 2014.

Water Stewardship

Accelerating urbanization coupled with a lack of basic services has resulted in water strain across Nigeria. Water is the key ingredient in Coca-Cola products and as such the company's ability to grow is directly related to the availability and quality of local water resources. The Coca-Cola System in Nigeria employs an integrated approach to water use efficiency encapsulated in the '3 Rs' of Reduce, Recycle and Replenish.

The company reduces water use by conducting source water vulnerability assessments to study the quantity and quality of local water supplies as well as environmental, regulatory and other concerns, and developing a source water protection plan to mitigate the risks at the source. It also identifies and repairs water leakages promptly at plant sites, recovers the water used in cleaning, lubricating equipment and housekeeping and replaces production line lubricants with dry or semi-dry alternatives which contain little or no water.

Recycling is also a major part of the production process.: used water is collected at various stages using wastewater treatment plants installed at its 11 bottling plants. This is in accordance with regulatory standards from the Federal Ministry of Environment and the Coca-Cola Quality System (TCCQS) informed by international best practices.

Replenishing the water cycle by discharging water that can support both aquatic and plant life back to the environment and thus guaranteeing environmental sustainability is another production process. Annually, since 2010, the Coca-Cola System has reduced the water utilised in beverage production, consequently saving more water previously wasted at various stages. Clean water is discharged back to the environment, continuously replenishing the water cycle.

Additionally, the Coca-Cola System remains committed to improving access to safe drinking water through the provision of boreholes and water storage facilities across the country in water-stressed communities through initiatives such as Water and Development Alliance (WADA), a collaboration with USAID and awareness driven campaigns through World Water Day Programmes and Safe Water for Africa Project. For example, in 2014, 6 Waste and Hygienic Compartment (WHC) were installed in Badagry and Alimosho in Lagos State and Abeokuta in Ogun State. Every WHC was constructed with the goal of providing safe water for 5,000 people in each community, within a 1km radius. So far, a total of 28 boreholes, 125 VIP latrines, 90 sex-segregated latrines, 92 urinals, and 28 hand-washing stations have been constructed. The Coca-Cola System, in partnership with the Federal Ministry of Water Resources and other water-focused agencies, also creates annual awareness campaigns with a water-related theme. The company also supports the development of water conservation clubs in schools to further ensure the sustainability of their awareness campaign on safe water practices.

Energy efficiency and environmental protection

Nigeria is extremely vulnerable to climate change due to its high reliance on fossil fuels and improper utilisation of energy resources by manufacturing companies and other sectors. Therefore, the Coca-Cola System has taken decisive action to lower the carbon growth path by adapting its business operations to the demands of a low-carbon economy.

The System's energy-saving initiatives include the use of combined heat and power (CHP) units which generate power and supply heat for manufacturing processes thus eliminating fuel consumption. The CHP units reduce the CO₂ emissions from all manufacturing plants by 25 per cent and by more than 40 per cent in the plants where they are installed. The company also adopted the use of Compressed Natural Gas (CNG) plants which utilize gas instead of fuel and thus burn cleaner with less combustion quantity compared to carbon emissions from fuel. It also provided sky-lighting for their warehouses and production halls and occupancy sensors to control light switches and air conditioners at their offices.

Another environmentally conscious decision that Coca-Cola made was the reduction of CO₂ pollution from its fleet. Coca-Cola developed a fleet management system that ensures that fleet engines are checked and maintained regularly in line with service maintenance schedules of three (3) month intervals or 5000 km distance covered. The company also reduced its fleet numbers from 2013 to 2015 by 200 trucks. Additionally, the number of depots serviced by the fleet was reduced and distribution centres were made bigger for efficient product distribution by the trucks. Truck drivers are now regularly trained on safe and eco-friendly driving techniques, including how to drive at the optimum speed for fuel-efficiency. Regular fleet management ensures that the fuel efficiency of the trucks does not exceed 2.5 km/L of AGO. These efforts resulted in over 40 per cent reduction in fuel consumption from about 3.4 million litres in 2014 to 2 million litres in 2015

Similarly, the Coca-Cola System was providing innovative and sustainable solutions to the power challenge in Nigeria. In 2010, the company introduced an energy management device inside its coolers that switches them off and on when necessary, reducing the amount of energy utilised. Low-energy coolers utilizing only about 2.5KWh of energy have also been developed to meet the challenges of infrequent power. They are equipped with a battery backup and an ice bank at the back of the cooler to maintain the temperature of the products for up to 24hours without electricity. Coca-Cola also invested about 3 million euros in the production of environmentally friendly ice machines across the country for producing ice to supply local distributors. There has also been a

shift from environmentally unfriendly refrigerants with global warming and ozone depletion potentials such as hydrofluorocarbons (HFCs) R12 and R22, to the more environmentally friendly R134a, which has most recently been replaced by CO₂ refrigerants which are 100 per cent environmentally friendly and 100 per cent CFC and HFC free. A 1.4 million euro investment was made in waste heat recovery boilers in 2017. Coca Cola hopes to further reduce the company's carbon emissions each year by converting the waste heat coming from generators into steam. The steam is then used again in the plant and to create chilled water with vapour absorption chillers ('VAC'). By the end of 2017, Coca Cola System in Nigeria had attained a cut down of 400 tonnes of carbon emissions.

Packaging and Recycling

Complex non-biodegradable materials used in packaging products have negative impacts on the environment. It makes up a large proportion of landfills and pollutes the environment. It also leads to trapping of greenhouse gases in the atmosphere. Even biodegradable materials might take several hundreds of years to completely decompose. The challenges lie in people's poor disposal habits people, underdeveloped collection systems and lack of infrastructure to recycle waste materials. To tackle this problem, the System developed the three "R"

| Reduction in Packaging Material | | |
|--|------------------|------------------------|
| | Initial | After Reduction |
| Refillable Glass Bottles | 380g | 290g |
| PET Bottle - Water | 21g | 19.5g |
| PET Bottle - Drinks | 28g | 26.5g |
| Shrink Film | 100micron | 60micron |

Table 7: Coca-Cola/NBC Ration of Packing Material Reduction

strategy – Reduce, Recycle, Reuse. The company encourages light-weighting by reducing the weight of its packaging materials such as the Refillable Glass Bottle (RGB) and the reuse of the bottles used in packaging. Bottles that have completed their lifecycle and those that get broken at plants and depots are directly collected and reused in the production of new bottles. Bottles that get broken in trade are recovered by commercial waste collectors and sold back to bottle manufacturing companies.

There was a significant reduction in glass bottle weight with the launch of the "Ultra Glass Bottle," in addition to the reduced weight of the polyethylene terephthalate (PET) bottles and reduced film thickness of shrink films used in secondary packaging. The table above highlights the results of the reduction in the company's packaging materials. The system also partnered with recycling firms - Alkem Nigeria and WeCyclers to recycle its PET bottles. From 2005 to 2012, Coca-Cola and Alkem initiated and grew Nigeria's pioneer PET bottles buyback and recycling operations. This included strategic planning of the collection and buyback system and providing funding for the establishment of the first model collection and sorting centre. The scheme facilitated the collection and recycling of PET bottles into synthetic fibres which are sold to local industries and also exported. About 1 billion bottles were recycled from 2005 – 2012 through the buyback scheme. The partnership between Coca-Cola and Alkem laid the foundation for the establishment of the coalition on PET recycling which then emerged as the Food and Beverage Recycling Alliance (FBRA).

Education: Sustainability activities hinged upon building a culture of learning

Society's development is hinged on the development of the people that comprise it. In light of this, the company embarked on education, empowerment and skill development projects for various demographics of the population. The problems of the educational sector in Nigeria are enormous and multifaceted, with challenges such as poor teachers, nonconducive learning environments, infrastructural deficit and poor curriculum design. Over 40 per cent of Nigerian children aged 6-11 do not attend any school. This is due to factors such as cultural restrictions, poverty and the poor state of public schools. The Coca-Cola System is helping to tackle this problem by focusing on its three-action Es – Engage, Empower and Encourage - centred on youth development. Engagement is provided through programmes like Define My Tomorrow Project (DMTP). This is a guidance and

counselling programme set up in partnership with Coca-Cola and Junior Achievement Nigeria (JAN) to help young Nigerians understand and develop their career paths. The programme involves stimulating career sessions, where accomplished Nigerians in their chosen disciplines are brought in to engage with the youths. Empowerment programmes like the Lady Mechanic Initiative instituted in partnership with the Edo State government is another way CCNL develops youth. Young women receive vocational training in automobile mechanics. This training was not only aimed at closing the gap in a male-dominated sector but also at empowering the young women in the initiative by opening opportunities for them in automobile companies across the nation. Over 200 women have been empowered through this programme.

The company seeks to stress the importance of education on the youths with programmes like the Back-to-School (BTS) initiative and Adopt-a-School. Through the BTS initiative, pupils of select public primary schools across Nigeria receive back-to-school kits (school bags, notebooks, and other writing materials) prior to a new academic session. However, Coca-Cola understands that these youths would still be reluctant to go to school if the buildings are run down. Through the Adopt-a-School programme, the company selects a school for a complete overhaul – renovation, provision of educational materials and building of new classrooms. The schools are carefully selected following a needs assessment conducted by Coca-Cola. Schools in high population density communities are prioritised in order to close the gap in the education infrastructural need in such communities. An example of a school project under this initiative was the adoption of Fazil Omar Ahmaddiya Primary School, Idado, Ibeju-Lekki by the Coca-Cola System.

The importance of sports in youth empowerment cannot be neglected. The COPA Coca-Cola Programme was the company's way of utilising sports for the benefit of young Nigerians. The programme, which started in 2009, was designed as community-focused to empower young Nigerians from local communities, by developing and improving training through organised football competition with the main emphasis on overall talents and skills development. From 2009 to 2017, over 500 Million naira was invested in this programme to train young people. Likewise, the system was improving the appreciation of artworks through a unique project called the Art Bottle Competition. This allows artists to express themselves in many ways using Coca-Cola glass bottles as materials. These artworks are subsequently displayed in public places where people can appreciate them and others can be inspired by them.

Golden Triangle: The Coca Cola Approach to Partnerships

The Coca-Cola System understands that partnerships are crucial to the development of any society. The system coined the term "golden triangle" to define the type of partnerships they pursue. These kind of partnerships bring together the three major stakeholders in a country's commercial system - the government, the industry and the community. Some of the sustainable projects above have typified this kind of tripartite relationship. An example of this is the recycling efforts of the company. Long before the Coca-Cola system began putting its beverages in PET bottles and before it became a law, CCNL had been clamouring for a recycling culture. PET bottles were becoming a problem in the communities and with a planned expansion of PET products in sight; the system realised it had to start something. So, in 2005, CCNL collaborated with Alkem and started the collection of these bottles with the NBC joining the programme in 2009. About 20 collection centres were established across the country and people can go there to drop off their PET bottles.

However, at this time, there was little or no institutional support. Many companies did not see the need to join such a cost-intensive exercise, especially when there was no 'order from above'. And there was little or no regulatory oversight. Others were too concerned about their brand visibility if they were to enter into a partnership with a big MNC like the Coca-Cola System. These challenges made it difficult to make significant progress in the recycling project. Notwithstanding, the Coca-Cola System persisted in reaching out to industrial partners in the food and beverage section, public sector and community. During this period, the company sustained the recycling process alone for about 7 years until 2012 when it started getting a responses.

Firstly, the company saw the need to re-engineer the whole process to make it more attractive and sustainable. In order to learn about acceptable standards and effective methodologies, the Coca-Cola Company travelled to South Africa for a closer look at their set-up. On identification of these details, the system identified a company Wecyclers, a start-up in the recycling business, to ease the process of collection. An agreement was struck and the system provided Wecyclers with equipment such as a bailer and cycles costing millions of naira. The cyclers would go around picking PET bottles from around the communities and Coca-Cola offices. Through the partnership over 5,000 households were served by regular PET waste collection. Coca-Cola also partnered with

restaurants where large volumes of PET bottles were being churned out as waste. These restaurants were to keep the bottles until Wecyclers would go to collect them. Afterwards, Wecyclers would then collate these bottles and sell to companies that want to recycle.

The efficiency of the process attracted more industrial partnerships as more companies favourably disposed to the practice of recycling - the rationale being that it was wiser to tackle the problem at an incipient stage before it becomes such a menace that the government would have to interfere, resulting in high taxes and sanctions. This led to positive efforts from companies like Nestlé, Nigerian Breweries and Seven-Up forming the bedrock for what is now known as the Nigerian Beverage Alliance (NBA), a coalition on PET recycling. However, the triangle was not complete yet, without the government and the community. The company struck a partnership with the Lagos Waste Management Authority (LAWMA) to improve the collection process. Then, efforts were made to engender in the communities the need to recycle with training programmes on waste separation in homes. In this way, members of the communities themselves become change-agents, the final piece of the golden triangle.

The Coca-Cola System continues to collaborate with a number of organisations to develop functional projects. Examples include the Water and Development Alliance (WADA) which was instituted in collaboration with USAID and Safe Water for Africa (SWA) in partnership with Diageo and Guinness. However, as the example above has shown it was not always easy. Both business-to-business partnerships and government-to-business partnerships can be problematic at times. The process entails bureaucratic procedures which are fraught with uncertainties. However, in Africa, there is a saying "if you want to go fast, go alone but if you want to go far, go together". Those words have proved to be true in today's commercial world. Real change can only happen when all elements of society cooperate towards a common goal. The recycling example above highlights the need for organisations to be persistent and consistent. Even if the odds seem insurmountable, trail-blazing organisations should never give up in seeking partnerships for change. The rewards are immeasurable, communities will get better, institutions will be strengthened and sustainability will become a norm.

Looking to the Future

The Coca-Cola System is a world leader in the sustainability scene as evidenced by their consecutive wins of the DOW Jones Sustainability Index as the best beverage industry leader (globally) in Sustainability. However, the peculiarities experienced in the Nigerian context have provided a lot of important lessons and issues for consideration.

First and foremost, the CCNL example shows that sustainability can be integrated into business operations and that the sustainability approach can encompass several issues. The path might be full of obstacles, but with persistent efforts, companies can bring progress to societies in sustainable ways. An organisation must define its goals and aims and how it plans to achieve them. This kind of framework would provide structure and form to their subsequent actions and would make the goal achievable. For example, the Coca-Cola System was able to align their sustainability efforts with their focus areas and this uncomplicated the situation. The clarity of purpose also allowed them to easily bring their employees on board, thus diffusing sustainability across their organisation and value chain.

Secondly, the importance of partnerships cannot be overstated. Public sector partnerships, private sector partnerships and partnerships with communities are all major drivers of the sustainability process. True, it involves a lot of investments, calming of egos and compromises, but once cracked; partnerships will bring untold impact in the communities. Partnerships will also help to scale and to deepen the impact of whatever strides a single company is making. It is therefore important that companies identify the stakeholders that can contribute to their vision whether globally or locally and work persistently at getting them on their side.

One major stakeholder is the community in which they operate. In Coca-Cola's case, when a borehole was to be built in a particular community, the community donated the place where they wanted the borehole, nominated one of them, came to take care of the generators and invested resources in it. This sort of approach in which communities take ownership of projects is sustainable and scalable.

Another stakeholder is the government. Companies must develop good relationships with the public sector in order to make partnerships feasible. In the case of the Coca-Cola System, the company made it a habit to take care of their taxes promptly. For the last eight years, the system consistently received the Lagos State Tax

Award for timely and full compliance with tax payments. Developing relationships in this manner will create opportunities for future partnerships.

Industrial partnerships can also benefit from a change in mind-set. Companies need to see the process of enriching lives and societies as a call to nationalism. There must be a shift of focus from a concentration on profit and brand visibility to a desire to collaborate to create a purpose for future generations. Neutral bodies and research organisations can use their repository of knowledge to foster partnerships with business organisations. The private sector needs to move from the perspective of legislation - where action is forced - to voluntary efforts for change. This sort of mindset will enable effective partnerships to grow to bring about the desired future.

As success stories like the Coca-Cola System become more frequent, there needs to be efforts to professionalise the sustainability space. This would be the right way to reward the passionate and experienced individuals who have devoted time to the cause. Currently, the issue of job rotation and “square pegs in round holes” is limiting the effectiveness of the sector. If this becomes a professionalised field, dedication will be different, perspectives will be different, insights will be different and drive will be completely different.

Finally, society must recognise its role in this discourse. People need to start asking questions of the organisations in their community. No longer can they be content with beautiful products or cheap commodities. They must ask businesses to be responsible and sustainable. Societies should also institute a reward system for good things. If a society rewards those companies who do well by patronising them over others who are not, other companies would emulate their actions. The future of the sustainability scene is bright in Nigeria and communities are bound to benefit.

Case Study 3

Financial Inclusion as a Sustainability Strategy



Diamond Bank has been in operation for about 30 years. In this time, the bank has steadily built a reputation as one of the most innovative banks in Nigeria with a range of products and services that appeal to the general populace. The bank has also become a leader in digital banking as it seeks to help more people gain access to banking.

This case study will examine Diamond Bank's financial inclusion strategy and how the bank has worked to overcome the challenges of sustainability in the Nigerian business environment. The case study concludes with some suggestions for the future, based on the lessons learnt from the Diamond Bank sustainability journey.

Company Overview

Diamond Bank Plc is renowned for being an innovative bank in Africa. It was incorporated on December 20, 1990, and commenced operations as a commercial bank some months later on March 21, 1991. Ten years later in February 2001, it became a universal bank engaging in both commercial and investment banking activities. In January 2005, Diamond Bank became a public limited company following a successful private placement share offer, and the bank became listed on the Nigerian Stock Exchange in May 2005.

By January 2008, the bank had expanded its operations outside of Nigeria, and it became the first African bank to have its Global Depository Receipts (GDR) listed on the Professional Securities Market of the London Stock Exchange. The bank is also the first Nigerian bank to operate in francophone West Africa with branches in Senegal, the Republic of Benin, Togo and Cote D'Ivoire.

One key factor in Diamond Bank's success has been the high level of innovation it has demonstrated in its product and service offerings. In 2015, the bank's leadership decided to focus the strategic direction for the bank on the digital transformation of the Nigerian retail banking market. Diamond Bank is currently leading digital transformation in the African banking sector with a series of financial products targeted at retailers and now expanded to include other segments of the society, particularly the youth. The bank is also driving growth through its corporate banking offering which is supporting over 150,000 businesses of varying sizes across the different sectors.

As at December 2017, Diamond Bank had 3,280 staff working in 317 branches spread across six countries and handling over 6.5 million core accounts. Over the last six years, the financial performance of the bank has also been relatively consistent.

| Diamond Bank Financial Overview | | |
|---------------------------------|-----------------------------------|-------------------------------------|
| Year | Revenue growth (Billion Naira) | After Deductions (Billion Naira) |
| 2017 | 189.6 | 60.1 |
| 2016 | 187.3 | 1.9 |
| 2015 | 196.9 | 3.8 |
| 2014 | 190.9 | 22.1 |
| 2013 | 168.02 | 29.7 |
| 2012 | 131.2 | 23.2 |

Table 7: Diamond Bank Financial Performance 2012-2017

The decline in profit in 2016 was due to the recession in Nigeria which affected the performance of many organisations. That notwithstanding, Diamond Bank remains one of Nigeria's largest banks with an asset base of N2.05 trillion at the end of 2016 (Uzor, 2017).

The Diamond Bank Sustainability Journey

For Diamond Bank, sustainability is premised on innovation, challenging the norms of operational business models and asking how the bank can redefine its core offerings in a way that it creates value. In this regard, the bank has been able to incorporate environmental and social considerations in the design of its products, programmes and business activities. While sustainability is the right thing to do to maximise stakeholder value, the bank also sees sustainability as crucial to its long-term survival. Sustainability is about creating value in a way that takes into consideration the interests of customers, employees and identified stakeholders in the wider society.

Uniquely, the bank's sustainability focus is presented in a set of three questions:

- How does my product affect people?
- How does my product/business activity affect the society/environment?
- How does my business create value for my stakeholders?

This focus guides the bank's approach to its activities - a strategic focus that has enabled the bank to differentiate itself from its competitors. In turn, the three questions have informed the strategies the bank had undertaken as it integrated sustainability within its business activities.

Financial Inclusion as a Sustainability Strategy

Diamond Bank's main focus is on financial inclusion and it had been able to integrate this strategic vision into its sustainability strategy. The plan was set into motion in 2012 with the adoption of the NSBPs, introduced by the Central Bank of Nigeria to guide banks and encourage them to act in a manner that considers their overall impact on stakeholders, including the environment. The bank also aligned its policy with the ISO26000, an international standard developed to help organisations effectively identify, assess and address relevant social responsibilities.

An environmental and social risk management framework (ESRMF) was designed which outlined the process for consistent and systematic management of environmental and social risks at the bank. The ESRMF comprised of the bank's E&S Policy, ESMS Procedures and ESMS Sector Guidelines & Implementation tools. Diamond Bank's ESRMF was aligned with the UN Global Compact, UNEP Finance Initiative and the Equator Principles. The aims of the ESRMF are ambitious. It was designed to allow the bank to integrate E&S considerations into its decision-making processes - especially the approval process for lending transactions - to avoid, minimise or mitigate negative externalities. It was also designed to contribute to the development of the relevant individual, institutional and sector knowledge on environmental and social risks, and in this way enable the bank to build the capacity required to identify, assess and manage the E&S risks and opportunities associated with its business activities.

The framework was designed by the executive management team, and the agenda was driven together with employees in senior management, which contributed to the success of the framework.

The World Bank defines financial inclusion as a situation where "individuals and businesses have access to useful and affordable financial products that meet their needs" (World Bank, 2017). These financial products include transaction payments, savings, credit and insurance.

Over two billion people in the world are financially excluded, meaning that they lack access to formal or semi-formal financial products and services. Although the task ahead can appear daunting, the financially excluded make up a large proportion of the society in Nigeria and cannot be neglected. One of the strategies Diamond Bank embarked on was on digital innovation as a way to provide banking services to more people than would normally be catered to using the traditional bank branch model.

Diamond Bank identified four main areas for its initiatives: marketplace, workplace, environment, and the community, and set out to address the sustainability challenges identified in each of them, aligned to the bank's strategic focus.

Marketplace initiatives

The marketplace initiatives are driven by the design of products and services that provide value for customers.

The provision of innovative financial services using the power of digital technology-enabled Diamond Bank to create new markets, notably the BETA savings account and the Diamond Y'ello account. These accounts are targeted at disadvantaged and low-income segments of the society and are aimed at providing them with banking services. The products enable transaction payments, savings, and credit to be delivered in a responsible and sustainable way to millions of previously unbanked Nigerians.

The Diamond Y'ello account was developed in partnership with MTN Telecommunication. The account offers a safe means of opening and operating a bank account for active MTN subscribers without the need for a physical visit to a Diamond Bank branch, or the provision of documentation. As of 2016, Diamond Y'ello had 2.2 million customers representing a 31 per cent portfolio growth, and 506,000 of these accounts belonged to women who represented 23 per cent of the portfolio.

The BETA savings account was targeted at market traders. The account encourages daily savings and provides convenience, security, affordability and flexibility to its users. Accounts may be opened and operated through the use of mobile phones. Banking services for the BETA account are delivered to the customer's shop or doorstep, and Verve debit cards are instantly issued and activated without the need for a customer to go to a branch. As of 2016, the BETA savings initiative had about 1,000 agents in 600 market locations with 415,071 customers out, of which 153,289 were women (representing 37 per cent of the customer base).

Workplace initiatives

For Diamond Bank, the workplace initiatives are premised on bringing out the best in employees and ensuring that diversity and inclusivity issues are considered within the workplace environment.

Diamond Bank recognises the importance of its employees to the achievement of its goals. As a result, the bank seeks to continually build on the capacity of its staff while improving their work environment, and overall quality of life. Learning and development needs are addressed through the Diamond Academy, where each employee has to undergo at least 60 hours of training each year. The training modules include sustainability programmes which are disseminated through a mix of e-learning, in-house training and train-the-trainer programmes. In 2016, about 1,623 employees completed the 13-module IFC Sustainability Training and E-Learning Programme (STEP). The bank also introduced a healthy lifestyle awareness campaign incorporating programmes on health and wellbeing and organised several interventions such as employee medical experts' engagement sessions, mandatory employee eye screening, hepatitis screening, high blood pressure screening, cancer awareness programme and HIV/AIDS awareness and sensitisation.

Environmental initiatives

Environmental initiatives are embarked on as a means of ensuring that the bank was able to fulfil its environmental responsibility by ensuring that its lending activities consider the environmental impact of the execution of the loans. The responsible lending policy ensures that the loan requests are screened to identify any social and environmental risks. In this way, the bank was able to monitor the impacts on the environment of its lending and investment decisions. This screening method contributes to strengthening the bank's risk management process. Other relationships across its value-chain are also screened for their environmental impacts.

The initiatives also ensure that the bank's own internal operations are cognisant of its environmental objectives. Diamond Bank introduced the Zero by 2017 initiative in 2015. The Zero by 2017 initiative was developed to address the impact of its environmental footprint, starting with the goal of eliminating the use of paper in all its branches by December 2017. Specific strategies had to be put in place to make this goal attainable. Firstly, e-banking products were developed and deployed to reduce the usage of paper. Several communication directives were issued by the bank to all its employees to encourage them to reduce their printing. Together with this, an e-stationary request portal was launched to track the paper allocated to each branch. Each branch was allocated its monthly quota of paper. This allocation was reduced gradually over time as behaviour adapted. As of 2016, the bank had achieved 57.9 per cent reduction in paper use. Together with paper reduction, the bank had a carbon

footprint reduction initiative and energy-saving policy in place to encourage energy efficiency within its branches.

Community Initiatives

Through its community initiatives, Diamond Bank seeks to tackle the lack of skills and financial illiteracy in small businesses. One example of such a programme was the programme called Building Entrepreneurs Today (BET). BET was introduced in 2010 in collaboration with the Enterprise Development Centre (EDC) and the Pan-Atlantic University (PAU). It was focused on providing capacity development training to micro and small businesses in different sectors of the economy including agriculture, ICT and education. Over the years, these small businesses have received training and grants. About N3 million was awarded as seed capital to the best five entrepreneurs identified at the end of the training programmes. Since its inception, BET had provided training to over 2,000 businesses and financial grants have been awarded to MSMEs. Access to credit was a major barrier to the survival of many small enterprises and the financial grants go a long way to assist these enterprises.

In partnership with SME100 - an entrepreneurship training platform, the bank rolled out strategic capacity building and networking programmes in 2016. The programme was meant to encourage an entrepreneurial spirit in young people, and provide training on how technology can be a useful tool for business success. Entrepreneurs are encouraged to develop solutions that address challenges in their communities. The expectation was that in this way, communities can benefit from targeted interventions as well as more vibrant economic activity.

Diamond Bank's partnership with EDC also brought about the Global Entrepreneurship Week programme in 2016, a platform for idea sharing and collaboration in wealth creation. It celebrated the contribution of entrepreneurs to the growth of the economy with over 7,000 entrepreneurs participating in the week-long programme.

In 2016, the bank collaborated with the Women World Banking Africa Advisory Council to organize a three-day event to advance and advocate for women's economic empowerment and raise awareness on the importance of financial inclusion for women. This programme brought together leaders from the financial sector, and other sectors of the Nigerian economy to discuss solutions on providing access to finance to women from low-income families and communities.

Diamond Bank also responded to the UN SDG goals of ending all forms of poverty and achieving gender equality with programmes such as the Beta Life for Female Farmers Initiative and Young Adult Development (YAD). The Beta Life programme provides free technical training and financial grants to rural women involved in agriculture as a way of improving their agricultural practices for improved production and yield. So far, the programme has trained 200 women in two states with plans to replicate it in all the 36 states of the country. Similarly, the YAD initiative was designed as an empowerment programme targeted at young Nigerians in higher institutions. Through this programme, the bank has provided ICT training and empowerment for about 300 young Nigerians.

Partnerships

Much of Diamond Bank's achievements on its sustainability journey have been attributed to its collaborations with organisations such as the International Finance Corporation (IFC) and the United Kingdom's Department for International Development (DFID).

Its major projects such as the Diamond Y'ello programme and the Building Entrepreneurs Today (BET) initiative were carried out in collaboration with organisations like MTN and Enterprise Development Centre (EDC) of the Pan Atlantic University (PAU). Diamond Bank had also worked with non-profit organisations focused on specialist areas including gender; such as the Women's World Banking (WWB) which contributed to the expansion of the reach of the bank's financial inclusion agenda. For example, Diamond Bank Closa account was introduced to provide enhanced banking outside the conventional banking models, by creating a platform that allows customers to deposit, withdraw and conduct financial transaction in shops located within their communities.

In 2016, a financial sector development organisation, Enhancing Financial Innovation & Access (EFInA), donated a US\$1.5 million Innovation Grant to support Diamond Bank's Diamond Y'ello, 'Winning the North' project. This grant was to help Diamond Bank target and extend facilities to unbanked individuals in northern states - specifically the Federal Capital Territory (FCT), Kano, Kaduna, Katsina, Kogi, Kwara and Borno States (Ebh, 2016).

The bank recognises the importance of these collaborations and partnerships and continues to explore new pathways for collaboration.

Lessons learnt and looking to the future

For Diamond Bank, sustainability goes beyond creating initiatives: it is seen as the way to approach business in order to be successful. One of the key lessons to take away from their sustainability journey is to start small, and build up over time, adapting the lessons learnt and working on improving to gain momentum.

Driven by the bank's leadership, sustainability has become part of the Diamond Bank organisational culture, contributing to the seamless integration of sustainability into the organisation's culture. This direction from the leadership is much more effective than making sustainability the responsibility of one department, which then has to convince leadership as to the sustainability agenda.

Over the years, Diamond Bank has won awards in recognition of its sustainability efforts. The bank was rated highly by the top credit agencies of the world (A- by Fitch, A+ by Agosto and A by GCR) for its financial sustainability, best standard practices and high investment in 2009. Its efforts in digital banking have also been recognized with Diamond Bank being ranked as Business Day's best mobile banking app in 2016. The bank also won the youth banking award in 2016 in recognition of its successful retail strategy and use of technology to drive financial inclusion. More recently in 2017, Diamond Bank was awarded the Excellence in Financial Inclusion Award for its Diamond Y'ello Mobile Banking initiative by the prestigious Lafferty Awards. The Lafferty Global Awards are given to reward innovative financial services and products in retail banking, cards and payments, merchant services and fintech, with nominees from countries all around the world.

The Diamond Bank success story has not been without its challenges. Its success has been due to its ability to anticipate consumer needs and meet them at their points of need. For example, the Beta and Closa accounts are named in pidgin English to attract its intended demographic of market traders, who may have assumed that the usual bank products were not developed for them.

Creating a culture of sustainability requires behavioural change, which starts with altering fixed mindsets and communicating the value of sustainability. Some of the bank's sustainability directives were initially met with resistance. For example, when the bank introduced social and environmental risk as criteria for its risk assessment processes, many of the bank's clients in major sectors saw this as an additional and unnecessary burden. As a result, certain transactions or businesses that did not reflect sound social and environmental practices had to be terminated. An organisational move that has proved to be effective at Diamond Bank has been the nomination of an executive champion who articulates and advocates the benefits of sustainability to stakeholders.

One lesson the bank learnt was the importance of effective communication and matching this with a robust structure to guide the framework for dealing with customers and E&S considerations. This led to the development of E & S risk policies for three main sectors: power, agriculture, and oil & gas. With these policies, Diamond Bank can define its performance requirements expected of a venture that is considered environmentally responsible as well as the activities that carry significant E&S risks. Guided by these policies, Diamond Bank can carry out due diligence on clients and assess transactions to determine their compliance with the set environmental and social impact criteria.

These clearly defined terms have improved the bank's relationships with its key clients operating in these sectors and have also helped the companies improve their ESG ratings and performance. The policies are reviewed and updated regularly to take account of changes in regulation and to be up to date with international best practice recommendations. The framework was updated in 2012 to reflect the new requirements of the Nigerian Sustainable Banking Principles (NSBPs).

Diamond Bank's sustainability journey has led to a more engaged workforce, improved morale and contributed to employee retention. Employees are starting to consider their employer's role in society, and looking beyond their salaries alone for motivation to work with a particular organisation.

Employees are also encouraged to join the employee volunteering scheme, where they teach financial literacy classes at vocational centres and various secondary schools across the country. This activity and several other

engagement activities have contributed to an increase in morale and job satisfaction and their role as active citizens working to build a more empowered and financially responsible society. The bank's reputation for its responsible and sustainable dealings have contributed to an improved brand image and perception, and also improved relationships with suppliers, vendors, customers and the wider society. Customers are satisfied, and happy to be associated with the bank. There is greater transparency in the supply chain and the bank has a more secure social license to operate in communities.

Case Study 4

A Focus on Customers



First Bank is a name that has become synonymous with reliable and trusted banking in Nigeria, thanks to the organization's leadership and longevity. The bank commenced operations 123 years ago in 1894, in what was then the British colony of Nigeria. Since then, it has evolved in name, size and operational efficiency to become Nigeria's largest financial services institution with total assets of over 3 trillion naira.

First Bank has an equally rich sustainability history and notable achievements, some of which this case study presents together with the pillars that guide the bank's sustainability approach.

Company Overview

At its inception in 1894, the bank adopted the name, Bank for British West Africa (BBWA). In 1979, the bank took the name First Bank of Nigeria Limited and in 1991, it changed its name to First Bank of Nigeria Plc. In 2012, the bank then reverted back to the name First Bank of Nigeria Limited, as part of a restructuring effort necessitated by the Central Bank of Nigeria (CBN).

First Bank is Nigeria's largest bank listed on the Nigerian Stock Exchange (NSE) with a capital of US\$2.33 billion and about 1.3 million shareholders globally. In 2015, First Bank was ranked 10th place in Africa in Banker magazine's list of the top 1,000 global banks. The bank continues to be a major player on the continent and has been named Nigeria's number one banking brand for the past six consecutive years by Banker Magazine.

| First Bank: Business Structure | |
|--------------------------------|--|
| Countries of operation | London, Paris, Ghana, Gambia, Guinea, Sierra-Leone, Democratic Republic of Congo and Senegal. Representative Offices in Johannesburg, Beijing and Abu Dhabi. |
| Number of branches | Over 750 branches (2015 estimate) |
| Staff strength | Over 7,000 staff (2015 estimate) |
| Assets | 269.6 billion naira (FY 2017) |
| Customer Base (2015) | Over 13.1 million account holders (FY 2017) |

Table 9: First Bank Operational Overview

| First Bank of Nigeria: Financial Performance | | |
|--|----------------------------|-------------------------------------|
| Year | Revenue (Billion Naira) | Profit after Tax (Billion Naira) |
| 2017 | 13.7 | 9.2 |
| 2016 | 532.6 | 9.3 |
| 2015 | 465.8 | 2.9 |
| 2014 | 455.1 | 84.9 |
| 2013 | 373 | 66 |
| 2012 | 339 | 72 |

Table 10: First Bank of Nigeria's Financial Performance 2012 - 2017

First Bank attributes its success to its focus on maximising stakeholder value as embodied by its “Putting You First” campaign. “Putting You First” is a bank-wide communications campaign that emphasises the bank’s commitment to ensuring that the quality of life and financial security of their customers are a top priority. To continuously achieve this, First Bank has developed sustainable products and services designed to meet the needs and expectations of its customers.

The First Bank Sustainability Journey

First Bank’s sustainability strategy is driven by its focus on citizenship, with the aim of building a sustainable long-term positive relationship between the business, its stakeholders and society.

The bank’s strategy is delineated into key strategic pillars: financial literacy and inclusion, empowering people, supporting host communities and contributing to environmental sustainability. These pillars support the overarching focus on maximising stakeholder value, one of which is to ensure long-term shareholder value. The focus on shareholder value based on the long-term is due to a realisation of the fluctuations in the stock market and the need for long-term approach and consideration including, for investment. In this way, the bank also filters its shareholders to those who are focused on long-term value creation.

Guiding the bank’s sustainability approach have been local and international guidelines that inform its activities - in this way, First Bank continues to demonstrate its commitment to sustainability and responsible citizenship. The bank is a technical partner of ISO26000 Nigeria Adoption Process (also known as ISO26000: NAP) which is a standardised form of an international principle that provides guidance for organisations on how to act responsibly. The bank has also aligned its business strategy with the ten principles of the UN Global Compact that provide guidelines in the areas of human rights, labour, the environment and anti-corruption. First Bank also developed a performance management process guided by the NSBPs.

Financial Inclusion

A significant proportion of the Nigerian population is underbanked or unbanked, and sustainable development requires an element of financial security. The 'First Instant Account is a savings account designed to ease the banking process for the unbanked and underbanked segments. This account can be opened online; it has a minimum account opening balance of N1, 000, an operating balance of N500, and the account opening process is simple, requiring only two passport photographs.

The bank’s shift towards electronic banking as a means of enhancing financial inclusion was extended in 2015 with the launch of its FirstMobile App. These efforts led to an improved banking experience and by 2016, their mobile money wallet customer base had grown to 4,035,307. First Bank also improved its ATM services and currently has the largest ATM network in Nigeria with about 3000 active terminals.

Promoting financial inclusion was one of the ways in which the bank integrated sustainability into its business activities. In addition to its financial literacy programmes aimed at creating awareness about the importance of banking and its role in contributing to financial security and freedom, the bank also introduced products targeted at including hitherto underserved segments in the society - specifically products for women and people living with disabilities.

Financial inclusion for women: First Bank recognises the role of women as drivers of the economy. According to research, one-third of SMEs in developing nations are led by women. These enterprises contribute to employment while building family systems and communities. However, in many cases, these enterprises lack crucial resources like funding, capacity and investment opportunities. First Bank provides a solution by promoting inclusive and sustainable business for women through its SME Connect initiative. The First Bank SME Connect engages with and equips SMEs with the knowledge and skills they require to develop their enterprises and to gain access to credit lines should they be required. The initiative benefitted about 200,000 SMEs, improving their access to financial services and loan schemes.

Empowering People

People are the cornerstone of any successful organisation, and this was no different with First Bank. Effective stakeholder engagement is a major part of First Bank’s empowerment drive as it allows the bank to communicate and align its business practices with the needs of the communities in which it operates. For First Bank, its stakeholders are categorised into two distinct categories: internal and external stakeholders.

Training: The Sustainability Centre

Employees are the bank's major internal stakeholders. First Bank recognises the important role that employees play towards achieving any form of success and seeks to leverage on the strength of its employees to achieve its strategic sustainability goals. One of the bank's goals was to develop and nurture employees who are truly ambassadors both during their time while with the bank, and even after their employment with the bank ends. Employees are trained to be responsible citizens and active members of their communities who contribute to societal development in several ways including volunteering.

First Bank was a major sponsor of the Sustainability Centre of Lagos Business School, Pan-Atlantic University. Through the centre, the bank was able to scale its training programmes and sustainability initiatives beyond the remit of its employees alone. The centre focuses on enhancing knowledge on the sustainability discourse, especially as it concerns corporate sustainability, sustainable finance, sustainable infrastructure and social entrepreneurship through research, capacity building programmes and public engagement. The partnership agreement commenced in 2014 and in the time since, over 5,000 participants have undergone sustainability seminars and capacity building workshops organised by the Sustainability Centre. Some of these seminars and workshops include Sustainability Workshop for NGOs and Corporate Organisations; Sustainable Financial Strategy Workshop for NGOs; Executing Sustainability Strategy; Leading a Sustainable Business; Translating Sustainability Strategy into Action; Sustainability Workshop for Women-led SMEs; Sustainability Workshop for General SMEs; and Sustainability Workshop for Media Practitioners. The centre has also published over 30 research papers, case studies and industry reports.

Community Support

First Bank is committed to actively supporting the communities in which it operates. It focuses on key priority areas which include education, health and welfare, economic empowerment, and the environment.

Introduced in 1994, the First Bank Educational Endowment Programme was aimed at empowering young people in higher institutions in Nigeria. First Bank partners with universities and knowledge centres in Nigeria by providing them with annual research grants for research, advocacy and capacity building in the areas of corporate social responsibility, sustainability and corporate sustainability. The programme works with the Universities of Lagos and Uyo and the Federal University of Technology, Akure (FUTA). In this way, the bank contributes to the advancement of research in Nigeria.

Another initiative, the Hope Rising Initiative, was aimed at engendering inclusivity and diversity through education, advocacy, and training. First Bank organizes several activities and events annually to create awareness that society is made up of a diverse range of individuals who are all able to contribute to the experience of life. The Hope Rising Initiative has worked with several organisations including the Down Syndrome Foundation of Nigeria; Benola Cerebral Palsy Initiative; the Nigeria Society for the Blind; the Sebbecky Cancer Care Initiative; the Vama Wave Foundation for the commemoration of the International Widows Day; and the Remi Babalola Red Cross Clinic.

Initiatives like the bank's annual essay competition, which promotes academic excellence by stimulating intellectual discourse among students and preparing them for the challenges of leadership, have been around for over 70 years. The Bank's mantra "putting you first" was a statement of the bank's desire to create the right value for its stakeholders. These efforts reveal an underlying sustainability discourse that has always been the centre of the bank's operations. Recently, the bank had to redesign this sustainability strategy to take into account certain global issues that require attention and align with best practices and relevant guidelines.

In partnership with Junior Achievement Nigeria (JAN) and LEAP (Leadership, Effectiveness, Accountability & Professionalism) Africa, First Bank developed a Youth Leadership Development Programme that aims to build the leadership capabilities of young people between the ages of 14 and 35 in their communities. This programme provides young people with a platform to understand the qualities required for leadership, and to equip them with the necessary skills and tools to be active members and future leaders in their communities.

First Bank recognised the role that youths play in the sustainable future of communities, and as such started to provide financial literacy programmes to secondary school students through its Future First Programme, which was run in partnership with JAN. The Future First Programme provides career counselling and mentoring to

secondary school students, as well as provide information on financial products and services along the lines of financial management training, business understanding, critical thinking, speaking and leadership skills. Through this programme, over 15,000 secondary school students have benefitted from the over 43,000 volunteer hours expended by First Bank staff.

First Bank also takes part in infrastructural projects as part of its effort to improve the quality of life in the community in which it operates. These projects could be at schools, hospitals and in the general community. Some of the infrastructural projects developed in recent times include Information and Communication Technology Park at the Ahmadu Bello University, Zaria; the Remi Babalola Red Cross Clinic; and the Faculty of Dentistry building at the University of Nigeria, Nsukka.

Environmental Sustainability

All of the bank's activities are carried out with recognition and sensitivity to the environment. First Bank is committed to minimising its direct and indirect impact on the environment to enhance environmental sustainability. The bank understands the nexus between society and business and therefore accepts that the protection of the environment is important for business development. This commitment was shown in efforts to minimise its carbon footprint, carbon offsetting, conservation and preservation of wildlife and biodiversity. For example, the Pick-A-Litter initiative is one of the Bank's projects on environmental sustainability carried out by the Eti-Osa Youth Development Initiative (EYDI) to sensitise, educate, and engage the residents of Ikoyi-Obalende on the importance of a healthy and green environment. The Pick-A-Litter initiative also involves tree-planting and establishment of student conservation clubs in schools as a way of creating awareness on the conservation and protection of the environment. First Bank also promotes the conservation of nature in Nigeria by supporting the activities of the Nigeria Conservation Foundation (NCF) in its bid to conserve and preserve wildlife and biodiversity. In its offices, the bank had introduced several programmes and initiatives to reduce the use of paper and improve its energy efficiency.

For customers, First Bank ensures that lending decisions are guided by its Environmental, Social and Governance Management System (ESGMS). According to the ESGMS, all transactions must demonstrate adequate provision to prevent, control and mitigate negative impacts on the environment, and actively work to improve environmental quality in communities. To achieve this, the bank aligned its ESGMS process with its credit workflow and developed an implementation document known as the Environmental, Social and Governance (ESG) screening checklist. This environmental screening process is the bank's mechanism for ensuring that the transactions it carries out and encourages are compliant with the ESGMS policy and guidelines.

Challenges

Despite its laudable focus on sustainability, First Bank has faced several challenges on its sustainability journey, as with other organisations in this case book. These challenges have come from both internal and external environments. Internally, the bank has had to deal with the fact that sustainability is a new concept to many, and employees have not been able to fully grasp the meaning of sustainability and its relevance to their role in First Bank. Several training programmes have been set up to address this, and the bank recognises it is a continuous process, as new employees join the bank and also need to be trained.

Management are also key stakeholders who have had to be educated about the role of sustainability in the bank's strategic vision. Traditionally, financial institutions are set up to make profits; the bank continues to emphasise to management its focus on the long-term and how sustainability programmes help to maximise stakeholder (including shareholder) value. In addition, the bank's sustainability model traverses the delicate balance between sustainability projects and profit-making activities. The goal is to continue to integrate sustainability so that the overall business activities carried out by the bank are carried out with a sustainability mindset.

Effective partnerships remain a challenge. First Bank is approached with numerous partnership requests, which have to be evaluated on a case-by-case basis to ensure the partnerships are aligned with the bank's sustainability focus. Over the years, the bank has worked on creating a systematic approach to evaluating partnership decisions.

The Future

Looking into the future, increased regulation will contribute to the continued integration of sustainability within the Nigerian banking industry. The future, whilst having a clear requirement for a sustainability mindset, is not without its challenges. Sustainability managers of the future would need to learn how to approach sustainability beyond the regulatory requirements only. They will also need to know how to communicate the benefits of sustainability to their superiors. Sustainability in Nigeria will require the entire organisation to have a sustainability mindset, and sustainability managers tasked with this responsibility will need to know how to create and promote(?) both long-term and short-term value at all levels of the organisation. Is First Bank prepared for this future?

Case Study 5

A Commitment to Social and Economic Development



Guinness Nigeria, a member of the Diageo Group, was incorporated in April 1950 as a trading company importing Guinness stout from Dublin. In 1962, it built its first Nigerian brewery, the first Guinness brewery outside the British Isles and the third brewery globally. Steady growth in the market in the last 50 years prompted the company to build four more breweries in Nigeria. All five breweries are currently in operation.

As a company committed to its employees, consumers and host communities, Guinness Nigeria has made socio-economic interventions in Nigerian society. This case study examines the major pillars of the company's sustainability agenda and highlights practical examples detailing the implementation of this agenda. It also considers some of the challenges of integrating sustainability in Nigeria and the important role collaborative partnerships play to address these challenges.

Company Overview

The Diageo Group, the parent body of Guinness Nigeria, is one of the world's leading premium drink companies, operating in 180 countries worldwide. Guinness Nigeria has breweries in Lagos, Benin and Abia states. Three years after its incorporation, the company became a public company after listing on the Nigerian Stock Exchange (NSE) in 1965 with 1200 investors. At the time, it was one of the first companies listed on the Nigerian Stock Exchange and one of the largest companies on the NSE by market capitalisation. In 2012, Guinness Nigeria invested 52 billion naira into capacity expansion, making it the largest single investment by Diageo in any of its locations in the world. Later, in December 2015, Guinness Nigeria announced the integration of Diageo Brands Nigeria Limited; a wholly-owned Nigerian subsidiary of Diageo Plc with Guinness Nigeria. With this integration, Guinness Nigeria became the first Total Beverage Alcohol (TBA) company in Nigeria.

Today, Guinness Nigeria has over 70,000 Nigerian shareholders who together make up 46 per cent of the company. It has operating facilities in Lagos, Benin and Aba with a combined installed capacity of 6 million hectolitres as at 2015. The operating sales division of the company is divided into Lagos Division, West Division, Central Division, North Division and East Division. Through these divisions, the company makes its products available to Nigerians in all parts of the country.

| Guinness Nigeria Brands | |
|--------------------------------------|---|
| Stout | Guinness Foreign Extra Stout Guinness Extra Smooth |
| Spirits and Bitters | Master's choice Orijin mixed drink Orijin bitters |
| Lager | Harp Satzenbrau Pilsner Dubic |
| Flavoured Alcoholic Beverages | Smirnoff Ice Smirnoff Ice Double Black with Guarana Snapp Alvaro |
| Malt | Malta Guinness Malta Guinness Low Sugar Dubic |

Table 11: Guinness Nigeria Product Offerings in Nigeria

In terms of financial performance, Guinness Nigeria has experienced mixed developments in revenue over the past decade,

| Financial performance in the last decade | | |
|--|----------------------------|---------------------------|
| Year | Revenue (Billion Naira) | Profit (Billion Naira) |
| 2017 | 125.9 | 1.9 |
| 2016 | 101.9 | 6.0 |
| 2015 | 118.4 | 7.8 |
| 2014 | 109.2 | 9.4 |
| 2013 | 122.4 | 11.7 |
| 2012 | 126.2 | 14.6 |

Table 12: Guinness Nigeria's Financial Performance 2012 - 2017

The observed drop in revenue can be attributed to an "inability to grow sales volume" which "is a general industry problem with the brewed products market". This reduction in sales volume was slashing profit margins as a result of the consequent rise in costs per unit of sales. This was likely to increase market competition as established brewing companies have all felt the pain of revenue weakness and profit constraints in recent years. However, even during this difficult period, the company continues to contribute to societal development. (Uzor, 2015)

Guinness Nigeria Sustainability Journey

The company's strategic sustainability direction is driven by its commitment to ensuring social, environmental and economic development of the communities in which it operates. This strategy aligns with Diageo's philosophy which emphasises that businesses do not exist in a vacuum but in a society, and as such their survival is tied to the prosperity of the society. Through its sustainability agenda, Guinness Nigeria seeks to manage the interdependencies that exist between the social, environmental and economic factors that influence the success of its business activities.

Drink Responsibly

In its 2011 alcohol report, the World Health Organization (WHO) ranked Nigeria number one in Africa for alcohol consumption with an estimated consumption of 12.28 litres per capita per annum. By the 2014 report, the number had risen to 23.1 litres per capita. Guinness Nigeria acknowledged its role as a leading manufacturer of alcoholic beverages in Nigeria and recognised the responsibility this role brings. When consumed in moderation, alcohol can be a source of celebration and enjoyment. Alcohol production contributes economic benefits to society such as tax revenues, employment and business creation. However, Guinness Nigeria understood that excessive or inappropriate patterns of alcohol consumption may cause irreversible health and social problems. In response to the data contained in the report, the company launched its responsible drinking campaign to contribute to the WHO goal of reducing alcohol-related harm around the world by 2025.

"Drink Responsibly" was a multi-focus campaign designed to promote responsible drinking and combat alcohol misuse. Various programmes and initiatives were employed as part of the campaign to promote the responsible consumption of alcohol. These efforts centred around three key principles: responsible marketing and product innovation, combating alcohol misuse and alcohol-related harm and working to create a shared understanding of responsible drinking.

The strategy involved educating employees, collaborating with industry partners, the private sector, NGOs and government organisations, coupled with the use of various media platforms to create awareness and provide information.

Starting with its employees, Guinness Nigeria developed specific guidelines on responsible drinking and drunk driving which it gave to all employees, empowering them as ambassadors for responsible drinking.

Guinness Nigeria collaborated with other organisations, government, NGOs and key stakeholders on different programmes to reach the targeted communities. In 2015, Guinness Nigeria collaborated with the Beer Sectoral Group (BSG) of the Manufacturers Association of Nigeria (MAN) and organized a yearlong campaign on responsible drinking and the dangers of drunk driving. Together, various media platforms were employed to create awareness throughout Nigeria on the need for responsible drinking.

Part of the program was the 'DRINKiQ' program, an alcohol education programme with a dedicated website specially designed to improve the drink intelligence of consumers. The website provided information on the nutritional and alcohol content of all Guinness Nigeria products and Diageo drinks. It also provided information on the effects of alcohol on the body, and how to cultivate a lifestyle of responsible drinking. An interactive drink calculator was also introduced on the platform to help consumers determine how much alcohol they were consuming, and if it was putting their health at risk.

Guinness Nigeria employed a unique strategy to work with the National Youth Service Corps (NYSC) in 2016 to expand the reach of its 'DRINKiQ' initiative (Ogbodo, 2016). In doing this, 36 NYSC officers, one from each of the 36 states of the country were trained on the importance of responsible drinking. These officers would then return to their states to each train about 50 NYSC members, new graduates out of university, who would then go into the local communities as part of their community development role, to drive the responsible drinking message.

Guinness Nigeria also partnered with the Federal Road Safety Commission (FRSC) in December 2015 to flag off an anti-drunk driving campaign over the festive season. The campaign was meant to sensitise road users in Lagos, Benin and Aba on the dangers of drunk driving. Aligning itself with the FRSC, who is tasked with ensuring road safety, contributed to the success of the campaign.

Together with creating awareness, steps were taken to equip FRSC officials with the tools to test alcohol levels of drivers with the introduction of mobile breathalysing centres on Lagos state highways.

A radio programme called the Drinks Diaries was also introduced. The programme aired for six weeks on the Lagos Traffic radio station, 96.1 FM, and promoted responsible alcohol consumption through advertisements and tips on how to prevent overindulgence.

Underage drinking was identified as another area for intervention. To combat this, Guinness Nigeria launched an age verification programme in 2015. The programme was launched with four major supermarket chains in Lagos – Adidde supermarket, SPAR Artee Group, Just Rite Superstores and Grocery Bazaar Ltd. Staff members were trained on responsible consumption of alcohol and how to verify the ages of customers to prevent underage consumption. Posters and banners were placed in strategic locations in the supermarkets. Following the success of the launch with the initial chains, the programme was extended to other retail outlets and more than 4,750 bars across Nigeria where posters and banners on responsible drinking and anti-underage drinking were put up.

Building thriving communities

At Guinness Nigeria, there was a commitment to build better and sustainable communities where businesses and community can actively co-exist in a trusting and respectful environment. To achieve this, the company launched a series of community development programmes focused on education development, healthcare advancement, economic empowerment and sports development.

Guinness Nigeria strives to source its raw materials locally. Sorghum, a major crop product in Northern Nigeria, is wholly sourced in Nigeria by providing capacity assistance to farmers. By this decision, the company contributed to the creation of jobs and increased livelihoods in the northern part of Nigeria.

Water is another major component in the production of beverages, and Guinness Nigeria recognizes its responsibility to replenish the water it uses and improve water supply for the local communities in which it

operates. The company launched the Water of Life scheme in 1997 with the commissioning of the first Water of Life mini-water works at Oregbeni, Benin, Edo State. The aim of this scheme is to improve access to drinking water in Nigeria communities that are faced with water scarcity. Guinness Nigeria partners with NGOs in order to implement self-sustaining water delivery models in the communities. Through this programme, Guinness Nigeria has delivered 22 water projects across 18 states in the country, improving access to water for over 1 million people.

The Safe Water and Improved Sanitation and Hygiene (SWISH) programme was launched in 2015 in partnership with Concern Universal to improve the Water, Sanitation and Hygiene (WASH) sector. Through the SWISH programme, Guinness Nigeria committed to providing constant access to safe drinking water to rural communities. SWISH started with Cross River State, where 10 boreholes have been constructed in three local government areas. To ensure the sustainability of SWISH, training was provided for members of the community who are responsible for the operation and maintenance of the boreholes, in this way passing ownership of the intervention to the communities. In 2016, the company expanded this partnership to include WaterAid and Oxfam in order to deliver Water, Sanitation and Hygiene (WASH) programmes. In 2017, the company also marked the World Water Day with a symposium convened in partnership with the Lagos Business School.

The company is part of the Safe Water for Africa Partnership, a collaboration between Diageo, Coca-Cola Africa Foundation, Water Health International and the International Finance Corporation (IFC). Launched in 2011 at the World Economic Forum on Africa, the partnership aims to provide safe drinking water for about 2 million Africans in selected African countries. In Nigeria, the programme was operational in Sabo-Ikorodu (Lagos State) and Adigbe and Ijebu-Ode (Ogun State), where the partnership provided communities with water health centres.

To further its commitment to addressing the health challenges in society, Guinness Nigeria focused on ocular health. It supports the activity of the Guinness Eye Centre in Lagos University Teaching Hospital (LUTH). The company also constructed and maintains eye centres in Onitsha and Kaduna.

For education, Guinness Nigeria launched a series of programmes to contribute to the educational development of its communities. Guinness Nigeria launched an undergraduate scholarship scheme in Lagos, Edo and Abia States. The scheme provides opportunities for youths from the three states to gain university education and acquire skills useful to improve their livelihoods.

The company introduced the Guinness Graduate Skills Development Scholarship (GGSDS) in 2015. The scholarship provides an opportunity for selected young engineering graduates to undergo a one-year technical skills development training provided by the National Power Training Institute of Nigeria (NAPTIN). The GGSDS equips engineering graduates with the technical skills they need for a successful engineering career, who are able to contribute to the development of Nigeria's power sector.

Reducing Environmental Impact of Business Activities

As a manufacturing company, the activities of Guinness Nigeria depend heavily on the use of natural resources. The manufacturing process also had negative externalities. To combat this, Guinness Nigeria had taken steps to optimise its use of resources and reduce the environmental effects of its operations in a manner that does not cause damage to species, habitats or biodiversity.

To reduce environmental impact, the company was focusing on carbon emission, waste management and responsible packaging techniques.

Guinness Nigeria deploys carbon-reduction energy-efficient techniques in its operations. For example, the company uses gas-powered generators fitted with waste heat boilers across all its sites. The company also has economisers in all its boilers and compressors. These initiatives have proven to be successful as the company reported a steady decrease in its energy consumption and carbon emissions. There was a 1 per cent reduction in the company's total energy consumption between 2013 and 2014, and further reductions of 6 per cent and 3 per cent in 2015 and 2016 respectively. Carbon emissions also reduced by 4 per cent in 2014 and by 5 per cent in 2015. On energy usage, Guinness Nigeria recorded an improvement of 6.4% in 2017 compared to 2016. The company also recorded an improvement of 10.4% in 2017 over 2016 on greenhouse gas emissions while there was also a decline of 3.5% (i.e. -3.5%) on waste to landfill

Waste and By-Product Initiatives

Guinness Nigeria is committed to the elimination of landfill wastes. To achieve this, the company implemented its 4R strategies: Reduction, Reuse, Recovery and Recycling. Reduction at Guinness Nigeria involves proactive steps to reduce waste production in the manufacturing process. Waste is segmented and reusable wastes are collected and transferred to partner waste merchants. A major part of operations at Guinness is the recovery of heat generated, which is then used to generate part of the energy required for manufacturing. Unused container labels are converted to ceiling boards and fuel blocks for kilns in cement factories. Guinness Nigeria recycles 90 per cent of its solid waste and 100 per cent of all broken bottles. Cartons and plastic bags are sent to recycling partners for conversion into egg-trays and plastic materials. In April 2017, Guinness Nigeria Plc partnered with Wecyclers to reduce its environmental footprint as well as join the global movement to tackle environmental pollution.

Sustainable Packaging Initiative

Guinness Nigeria embarked on a sustainable packaging initiative as a strategy to minimise the company's negative impact on the environment. The company's goal was to develop a sustainable packaging strategy where packaging materials are designed based on the consideration of the packaging entire lifecycle. The initiative engages the use of leading technologies and design techniques to minimise the use of non-recyclable packaging materials and optimise the use of recyclable materials in its packaging.

Partnerships

In 2016, Guinness Nigeria announced a water sanitation and hygiene partnership with OXFAM Nigeria. Through this initiative, the company was able to deliver self-sustaining water projects in water-scarce communities of Benue state, Nigeria. The initiative contained the supply of solar-powered borehole and VIP toilet to over 1,500 households in Benue state and managed by a committee of female entrepreneurs in the communities. A similar initiative was also established in Bauchi state in partnership with WaterAid. This was a water sanitation and hygiene (WASH) programme in Gwam community in Ningi local government area of Bauchi state. The project consisted of 2 new solar-powered boreholes and water kiosks, and also two latrines in a school for boys and girls benefitting over 10,000 people.

Guinness Nigeria was committed to driving initiatives that ensure the efficient use of water in its production process and the company recognises the important role partnerships play in the effective implementation of its sustainability strategies. In 2010, the company organized a Water Business Imperative Roundtable. The roundtable attracted multinationals and Nigerian companies and at the end of the roundtable, a recommendation was presented to the United Nations on the use of water to support the realisation of the Millennium Development Goals (MDGs). More recently in 2016 and 2017, Guinness Nigeria marked World Water Day by partnering with the Lagos Business School Sustainability Centre of the Lagos Business School to organize an advocacy symposium on the imperative of water stewardship.

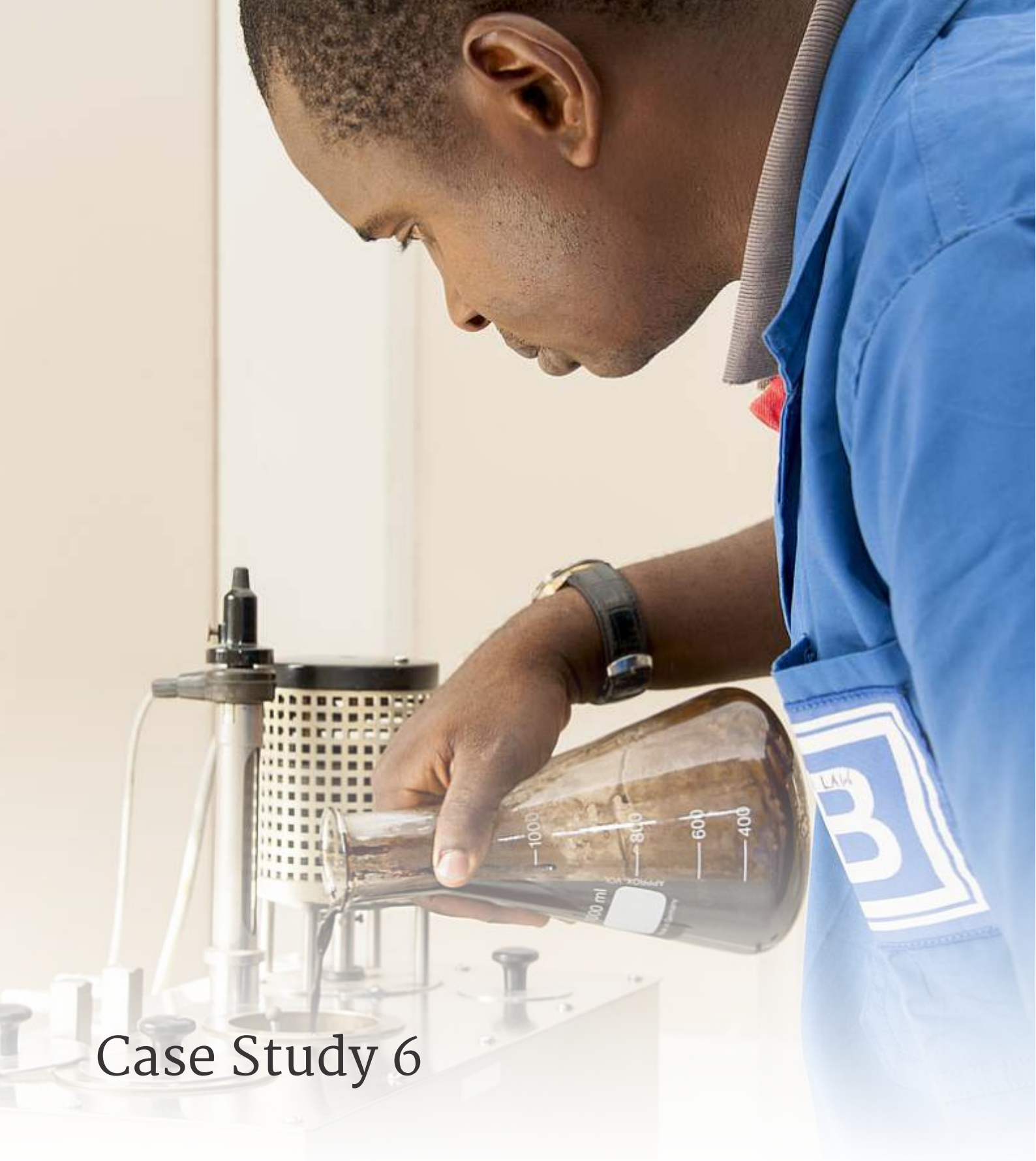
Challenges and Lessons Learnt

Project sustainability was a major challenge that the company had faced in its effort to build thriving communities. For example, the water programme of the company required drilling of bore-holes which were to be maintained by the community. This often resulted in sustenance issues as many communities lacked the expertise, discipline and cooperation to take on routine maintenance of these projects. This meant that some of these projects were abandoned after developing faults when communities failed to arrange for repairs. To address this challenge, Guinness Nigeria decided to work with WaterAid and Oxfam, organisations that have experience working in similar situations and have developed models to address the challenges. They set up management committees comprising members of the community, who were trained and equipped with the skills needed to maintain the boreholes. In this way, ownership for the success of the water programmes was transferred to members of the local communities, contributing to the success of the programme.

The Future

Guinness Nigeria's achievements on its sustainability journey are only a drop in the ocean compared to the developmental challenges the country has to grapple with. According to the UN, Nigeria's population will exceed 300 million by 2050, contributing to the pressures on infrastructure and the demand for resources such as water. The future requires major stakeholders in various industries to come together to develop a framework for integrating sustainability in the business operations and activities in their industries.

There is a need for multi-stakeholder collaboration, intra-sector collaboration and multi-sector collaboration. Exigent issues like clean energy infrastructure, proper waste management, financial inclusion and social investment must be top priorities.



Case Study 6

Building for the Future



In August 1965, Julius Berger began its first project in Nigeria, the construction of the Eko Bridge in Lagos. In the time since, Julius Berger has become a major player in the Nigerian construction industry, earning respect for the high quality of its construction work. Today, Julius Berger is one of Nigeria's foremost partners in infrastructural development with many landmark projects to its name and more ongoing.

Julius Berger's core values of delivering quality and innovative services allude to responsible construction and sustainability in its operations. More recently, there has been a concerted effort to integrate sustainability more intentionally into the company's business activities, and in its consideration as an active member of the society in which it operates. This case study will analyse the renewed sustainability agenda and present an examination of the company's strategies and focus areas. It will also consider the challenges, solutions and practical lessons that the company's sustainability journey presents for the Nigerian construction industry.

Company Overview

Julius Berger became a Limited Liability Company in 1980. In 1991, just over a decade later, it became a Public Limited Company when it was floated on the Nigerian Stock Exchange as Julius Berger Nigeria Plc. In the time since, the company's market value has risen. In 2008, the African Business Magazine listed Julius Berger among the top 50 companies in Africa by market value.

| Julius Berger Financial Performance | | |
|-------------------------------------|----------------------------|---------------------------|
| Year | Revenue (Billion Naira) | Profit (Billion Naira) |
| 2017 | 125.8 | 581.825 |
| 2016 | 119.8 | (3.6) |
| 2015 | 119.2 | 2.8 |
| 2014 | 179.9 | 6.7 |
| 2013 | 184.2 | 4.7 |
| 2012 | 196.9 | 7.7 |

Table 13: Julius Berger Nigeria's Financial Performance 2012 - 2017

The drop in revenue in recent years is a direct consequence of the lull in the construction sector of the Nigerian economy. The country has had to battle several mitigating economic factors over the last few years such as the Ebola epidemic, the falling price of crude oil on international markets and the adjustment of the naira. All of these have negatively impacted the economy. (This Day, 2016) Nevertheless, Julius Berger is still a major contributor to enterprise development, operational and corporate excellence, wealth creation and employment generation in Nigeria. As of 2016, the company had about 7,800 staff across its branches, making it one of the country's largest private employers of labour.

In the 52 years it has operated in Nigeria, Julius Berger has carried out extensive projects, notable among which include Eko Bridge, Third Mainland Bridge, the Abuja National Stadium and the Ibom Stadium in Akwa Ibom State. These projects have contributed to the infrastructural architecture of Nigeria and solidified Julius Berger's reputation as one of the best construction companies in Nigeria with specialisation across the entire value chain of a construction project: planning, design, engineering, construction, maintenance and operation.

How has Julius Berger been able to excel in Nigeria? The company attributes its success to a mix of specialized technical knowledge as well as the ability to understand client briefings and adapt project delivery to the Nigerian environment.

Julius Berger's Sustainability Journey

Julius Berger defines sustainability as consideration for excellent engineering and construction solutions while ensuring work is done in an inclusive and considerate manner. The company's focus is on sustainability building where economic and ecological advances are combined to provide solutions for the end-user.

At Julius Berger, building solutions are designed holistically through the use of an integrated design process that incorporates concepts from multiple disciplines to come up with an overall blueprint. In this way, the design process takes into consideration factors that affect the environment, welfare and benefit of people, as well as the economic viability and profitability of the project.

The company uses the design stage to ensure that the materials to be used are of proven quality and that the proposed construction processes are efficient. The entire design is simulated to predict as closely as possible how these buildings would perform when they are in use. This design phase is time-consuming and costly but it is very crucial to the success of projects.

Over time, through investments in training, Julius Berger had equipped its staff with the requisite skills to design and construct sustainable and eco-friendly buildings that meet the Leadership in Energy and Environmental Design (LEED) standards for certification. The LEED certification system is a globally accepted green rating system to verify the sustainable features of a building. LEED is accredited by the United States Green Building Council.

Working in line with the LEED standard enabled Julius Berger to develop innovative and long-term green buildings as well as the micro-tunnelling system - both are cost-effective and environmentally responsible. Some examples of LEED projects include the baby care capacity expansion facility for Procter and Gamble in Agbara; the high-rise office and residential tower for Nestoil in Victoria Island and the office of Julius Berger's design and engineering subsidiary, PrimeTech in Abuja. Julius Berger Nigeria had also pioneered the construction of large scale drainage utilising closed pipe-jacking technology in Uyo, Akwa Ibom State - an efficient and environmentally friendly micro-tunnelling method that minimises and controls the negative impact of waste on the environment and society.

In maintaining these sustainable building projects, Julius Berger combined its wide range of resources, specialised personnel and service facilities to deliver quality results to clients. The company's sustainable solution mindset that starts at the design stage, permeates construction and controls operation and maintenance provided economic and ecological benefits in line with the company's sustainability vision.

Responsible Growth - Health, Safety and Environment

The second focal area for Julius Berger is the proper management of its Health, Safety and Environment (HSE) policy. The HSE policy is part of the company's responsible growth objective of protecting the health and safety of employees and customers, supporting host communities and minimising the impact on the environment, while also maintaining the sustained growth and profitability of the company.

To achieve this objective, the company set up a management system which adopted international principles and guidelines. One of the guidelines, the Occupational Health and Safety Management Certification (OHSAS) 18001 standard is an occupational health and safety management system specification to ensure employees work in a safe environment. Another is the ISO 14001, a framework designed to guide organisations in how to reduce the damage to the environment, as a result of their activities. Julius Berger's compliance with these standards works to strengthen its message on responsible growth.

All of the above is carried out under a philosophy of continuous improvement, where HSE policy and performances are constantly reviewed and adapted. Employees are provided with regular training and communication directives on the importance of health and safety to their wellbeing. Julius Berger continues to work to eradicate fatalities in its workplaces and sites and to minimise the risk of injury to employees.

Building Communities

Julius Berger recognises the important role society plays in its continued existence and the developmental challenges inherent within the Nigerian environment, one of which was infrastructure. Aligning its sustainability focus with its business objectives, Julius Berger is involved in innovative research and the

dissemination of technical knowledge relating to engineering and construction. This knowledge relates to advanced construction-related methodologies, procedures and solutions which contribute to the development of the Nigerian building and construction sector. One of the company's innovations was the development of a new improved mix for road construction which takes load and environmental factors into consideration. The company also continues to make improvements in the area of green building and share this knowledge with people by training local workers on this know-how.

Other initiatives are employed that target and support the wellbeing of staff, society and the environment. These initiatives focus on education and health.

Julius Berger contributes to educational development in the society in several ways, through the provision of infrastructure, and supporting the activities of established educational institutions. It has constructed a number of school blocks and school facilities such as entryways, sports facilities, boreholes, perimeter fencing, sanitary facilities in Lagos, Abuja and Uyo. An example is the construction of a classroom block in the government technical college in Odemola-Epe, to improve the learning environment of the students. The company also arranges training programmes that provide training for students in universities. Students are equipped with general employability skills as well as specialist technical skills in the areas of engineering and construction.

Julius Berger has a charity through which it also makes charitable donations to educational institutions, including those that cater to children with special needs such as the Daughters of Charity, services for children with special needs "Hope Centre" in Kubwa, and the Poor Handmaids of Jesus Christ School in Garam. Scholarships are also provided for well-performing students to undertake university education in Nigeria and overseas. The charity also financially supports the work of skills acquisition and IT training centres, for example, the Nyanya IT training centre in Abuja. Donations of educational materials are regularly made to public schools.

Exercise is an important aspect of the socio-cultural development of a society and to support this, Julius Berger worked on the rehabilitation of existing, and construction of new sports facilities and structures in its host communities in Lagos, Abuja and Akwa Ibom States. The company hosts an annual charity golf tournament, and sponsors the National Deaf Football Association, causes through which it works to promote awareness on well-being and other social causes.

The company is concerned about the overall well-being of staff and members of the communities in which it operates. Practical interventions have been made to prevent malaria and HIV/AIDS, two of the largest maladies affecting the Nigerian society. As part of its contribution to the National Malaria Elimination Programme (NMEP), Julius Berger embarked on the Malaria Prevention Campaign where it delivered over 14,000 WHO certified insecticide-treated mosquito bed nets (LLINs) to pregnant women, nursing mothers and students in different communities in Abuja, Akwa-Ibom, Bayelsa, Delta, Edo, Lagos and Ogun States. The communities were also provided with essential tips on malaria prevention.

In collaboration with the Nigerian Business Coalition Against AIDS (NIBUCCA), Julius Berger implemented community-based peer mentoring HIV/AIDS prevention education, care and support programme. The Peer Mentoring Training programme was designed to improve awareness of, and prevention of HIV/AIDS to ensure that a healthy society thrives. Aside from the above collaboration for a healthy society, the company also partners with local NGOs and multilateral organisations on how to live a quality life with HIV/AIDS.

Donations and Corporate Social Responsibility

Julius Berger undertook Corporate Social Responsibility initiatives and donated to several organisations regularly. The company's CSR interest ranged from donations to health and youth programmes to supporting foundations. In 2017, Julius Berger's CSR spend came to a value of 8.5 million naira

Operating within the Nigerian Business Environment

A developing country like Nigeria provides many opportunities to make a positive impact. How best can an organisation work in order to ensure profitability and also contribute to the social development of its environment? For a construction company like Julius Berger, the challenge had remained one of how to build sustainably, manage the use of fossil fuels in power generation and work towards ensuring energy efficiency of its construction projects and within its offices.

Sustainable waste management was an added challenge. To tackle this challenge, the company entered into a

partnership with four other construction companies in the Federal Capital Territory (FCT). To achieve effective waste disposal, in 2012, the companies provided 20 trucks to support the Abuja Environmental Protection Board (AEPB) for waste evacuation in the territory.

Julius Berger worked to deliver impact primarily through its tight focus on its sustainability activities in its operations, health and safety for staff, clients and the wider societal interventions it embarks on. The world is becoming more demanding of the role businesses play in society. And companies in the construction business are not excluded from this. Better social and environmental responsibility is required of such companies, considering the direct impact their construction activities have on the environment. For construction companies exposed to financing from international partners such as the International Finance Corporation (IFC), who have a benchmark appraisal system for working with project partners, it is essential that they develop a social and environmental capacity for construction projects that could attract such financing.

Case Study 7

Creating Shared Value across the Food Value Chain



Nestlé Nigeria has been providing nutrition, health and wellness products to Nigerians for over five decades. This case study traces how Nestlé's sustainability strategy is aligned with its product units, with examples from the field of the company's experience of sustainability, impact and lessons learnt. The case presents examples from stakeholder groups and makes a strong case on the importance of partnerships and other collaborative practices for the effectiveness of a sustainability strategy in the Nigerian business environment.

Company Overview

Since 1961, Nestlé Nigeria, a member of the Nestlé S.A. Group Switzerland, has engaged in the manufacturing, marketing and distribution of food products and purified water throughout Nigeria and the West Africa sub-region. The global Nestlé parent company is 150 years old, and part of its longevity can be attributed to its focus on meeting changing consumer needs, and a commitment to innovation and responsiveness.

| Unit | Product | Brand | Contribution to Revenue |
|----------------|--|---|----------------------------------|
| Food product | Infant cereals, family cereals, seasoning, sauce | Nestlé Nutrend, Nestlé Cerelac, Nestlé Golden Morn, Maggi Cube, Maggi Chicken, Maggi Crayfish and Maggi Mix PY. | 59.75% in 2015 57.97% in 2013 |
| Beverages Unit | Beverages, confectionery, table water, coffee and milk products. | Nestlé Milo, Nestlé Chocomilo, Nestlé Pure Life, Nescafe and Nido. | 40.25% in 2015 42.03% in 2013 |

Table 14: Nestlé Nigeria Product Offerings in Nigeria

Nestlé Nigeria's (Nestlé) products are in two strategic business segments: food and beverages, although managed separately due to their different technology and marketing strategy requirements.

Financial Performance Overview

With a market capitalization of over 1.2 billion Naira in 2017, Nestlé Nigeria is one of the most capitalized companies in Nigeria. The company continues to demonstrate strong financial performance as detailed in the table below.

| Year | Turnover (Billion Naira) | Profit (Billion Naira) |
|------|-----------------------------|---------------------------|
| 2017 | 244.15 | 33.723 |
| 2016 | 181.911 | 7.925 |
| 2015 | 151.271 | 23.736 |
| 2014 | 143.329 | 22.236 |
| 2013 | 133.084 | 22.258 |
| 2012 | 116.707 | 21.137 |
| 2011 | 97.961 | 16.496 |

Table 15: Nestlé Nigeria's Financial Performance 2012 - 2017

The significant drop in profits in 2016 was because of overhead expenses caused by the high foreign exchange rate, which increased the cost of importing raw materials and machinery not available in Nigeria

Creating Shared Value: Nestlé's Approach to Sustainability

Nestlé's aspiration to be the trusted market leader in its key product areas of nutrition, health and wellness guide the company's strategy, including its sustainability strategy.

For Nestlé, sustainability refers to ensuring the company's actions throughout its value chain create shared value for its stakeholders, identified as academia, communities, consumers, customers, employees, the general public, government, industry and trade associations, and NGOs.

Trust and openness are two qualities that are important to Nestlé - particularly the trust of all its stakeholders that the company will do well by them. The company convenes regular stakeholder meetings where strategic directions for creating shared value are shared with stakeholders for assessment and feedback. One such stakeholder meeting was held in Lagos in 2015, to discuss Nestlé's performance, the extent to which it met stakeholders' expectations and concerns, and to explore ideas for creating more shared value particularly in its strategic focus areas of nutrition, water, and rural development.

Nestlé Nigeria was one of the companies in Nigeria to adopt and advance the United Nations Global Compact Principles, a set of ten principles that inform an organisation's approach to doing business. These principles inform the company's sustainability strategy.

Nestlé Nigeria's sustainability strategy is anchored on creating shared value (CSV) – a business philosophy developed by Professor Michael Porter and Mark Kramer which advocates for businesses to create value not just for shareholders and customers, but for the wider society. In this way, an organisation appreciates and recognises its role in the society, and its responsibility to create shared value for its stakeholders, as opposed to simply mitigating harm caused by its activities. The rationale behind this is that a focus on creating shared value ensures that the company will perform better financially if it is able to advance the social and environmental conditions of the community within which it operates.

Bringing this to the local Nigerian business environment, creating shared value for Nestlé Nigeria is tied to the sustainable development goals, and primarily about creating economic value for its business as well as value for the Nigerian society in the areas of nutrition, community development and access to safe water. Creating shared value for Nestlé includes everyone in the value chain, from employees, to farmers, to communities to consumers – revealing an appreciation for the contributions and perspectives of people that live and work within the communities Nestlé operates and those that consume its products.

Although sustainability remains a nebulous concept that many people do not understand, sustainability can contribute to the survival of a business, so long as the sustainability strategy is aligned with the company's core business activities.

For Nestlé, creating shared value for the Nigerian society entails addressing societal issues and embedding this into its core business activities, categorised into five thematic focus areas: nutrition; rural development; water; environmental sustainability; people, human rights and compliance.

Creating Shared Value for Employees: Employees: The Foundation for Success

Value must be created to be shared. At the fore of Nestlé's activities are its employees, who are an important part of Nestlé Nigeria's ability to create shared value, within the organisation, before being generated for the wider community.

Employees are ambassadors for the company to the society and are also ambassadors of their societies to Nestlé– giving employees an important dual-position from which they can engage with the sustainability agenda. Employees of Nestlé are happy to be in a company that is changing lives, to work for a company that thinks about everybody within its value chain.

Human rights and compliance with ethical principles in the business and workplace is of importance to Nestlé exemplified practically by a commitment to high-quality products and health and safety standards to mitigate for health risks arising from the handling, preparation and storage of goods throughout the value chain. As

evidence of this commitment, the company started an accident prevention initiative. In 2013, Nestlé's Agbara factory achieved 0.5% in Total Injury and Illness Frequency rate (TIIFr) among its employees and on-site contractors. The company also achieved Lost Time Injury and Illness Frequency rate (LTIFr) of 0.3% and celebrated 1,000 accident-free days. In 2014, the Ota distribution centre celebrated 4 years of accident-free operations.

Nestlé works to create a positive working environment that encourages positive relations with employees. To achieve these broad objectives, the company developed commitments that were targeted at addressing specific issues. These commitments included: to assess and address human rights impacts in its operations and supply chain; to ensure that all employees and stakeholders can easily report possible compliance violations; to work against bribery and corruption; to ensure all Nestlé Nigeria units have basic safety and health protection systems for all employees, and to enhance gender balance in its workforce. Nestlé also carries out regular training for its employees, including Nutrition Quotient training, aimed at improving employees' knowledge of nutrition to enable them to make informed decisions about their nutrition.

Shared Value for Consumers

Nestlé is primarily about food, and an appreciation of the process of getting food from the farm to the table, as well as ensuring the quality of food on the table is of high nutritional value to the users at the end of the value chain – its consumers.

Nutrition

Nutrition is the first key pillar of Nestlé's creating shared value sustainability strategy/focus. Nutrition is important for life, and human beings require the right amount of nutrients to grow and maintain good health. For Nestlé, good nutrition leads to a healthy life, and those who live healthier lives are happier, which makes them more productive and able to have a good future.

Nestlé focuses on childhood nutrition, because the quality of nutrition a child receives, particularly in its first one thousand days sets the stage for the health of the child over his or her lifetime. Healthy nutrition habits acquired early in life will impact how children grow and develop. Nestlé has goals to provide affordable, nutritionally healthy products designed for children; to reduce the risk of malnutrition through micronutrient fortification of its products. Nutrient deficiency brings about growth retardation and distorts the wholesome development of a person, which invariably impacts their quality of life.

Together with the provision of nutritionally healthy products, Nestlé promotes activities that encourage others to live an active lifestyle. Several initiatives are undertaken to educate stakeholders on the meaning and importance of optimal nutrition, health and wellness through the life course. The awareness programmes tackle issues of overnutrition, under-nutrition and related micronutrient deficiencies, health conditions such as obesity, and non-communicable diseases (NCDs).

Educating children on nutrition, sanitation and hygiene is very important. While refurbishing of schools was also key, providing the children with the knowledge of how to live better quality (nutritious and hygienic) lives, when coupled with refurbishment ensures the refurbishment efforts are sustained over time.

For example, Nestlé introduced iron-fortified Maggi cubes and the iron-fortified and vitamin A-enriched Nestlé Golden Morn products to address the issue of micronutrient deficiency.

In 2014, the company was able to reach about 18 million households in Nigeria with its iron-fortified Maggi cubes. About 8 million households (310 million servings) consumed its iron-fortified and vitamin A-enriched Nestlé Golden Morn. Through the "Maggi Women Forum" Nestlé helped families to understand the importance of improving their diets by demonstrating how to cook with less salt, sharing tips on healthy eating, balanced diet and enlightening on the proper interpretation of nutritional labelling.

The mobile Maggi Star Kitchen was introduced by the company to advance the knowledge of nutritional value. The marketing communication initiative focused on helping families understand the importance of a healthy diet and healthy living. This involved a campaign that promoted the consumption of vegetables and home-cooked meals, providing information on balanced diets and micronutrient deficiencies. The campaign also advanced awareness on the necessity for culinary hygiene in villages, towns and cities. In 2014, the programme reached about 2.4 million people. The marketing and awareness strategy employed included door-to-door

sampling, compound shows and special women events all focused on highlighting the importance of micronutrient enhancement for their families, especially their children.

Shared Value for Communities

Several layers of input go into creating nutritious Nestlé products for consumers. The system ensures the products get to the consumer, and the whole value chain involves considering the various players involved in this process. From investors to shareholders, farmers, employees, supply chain – naturally, the production to table processes involve communities.

Nestlé is strongly committed to community development, in its bid to be a responsible member of the communities within which it operates. One rationale provided for this was that most of its employees reside in the communities within which it operates, for example, its Ogun state factory locations in Agbara and Sagamu, and therefore developing and supporting these communities ensure that employees can carry out their work in a safe environment. Nestlé sources most of its raw materials locally, and the company's commitment extends beyond its employees, towards creating shared value for the communities in which it operates.

Going beyond employees alone, there is a need to create healthy and nutritious products from good-quality raw materials. This was the rationale behind the Nestlé focus on rural development and responsible sourcing: the farmers who supply the raw materials for Nestlé's products also exist within communities, and Nestlé is committed to providing awareness and support to enable the inhabitants to sustain their environment and contribute to the sustainable sourcing of raw materials for the products they have. In this way, Nestlé contributes to rural development by supporting agriculture as a business and livelihood of choice that offers attractive income. Firstly, it is to ensure that its core business activities can be carried out to the best possible way, and in the same vein, Nestlé recognises the importance of a stable and ecologically balanced rural community to its sustained ability to source for raw materials. Responsible sourcing includes being aware of where the raw materials come from and ensuring that these are grown, processed responsibly and can be traced back to the origin where possible.

For Nestlé, creating shared value in the community goes beyond providing physical structures. Over the years, Nestlé had experimented with various means and forms, and discovered that providing soft infrastructure through education and information yields lasting impact.

Nestlé teaches farmers how to plant seeds properly, treat the soil, use the right chemicals and reduce contamination, and how to prevent post-harvest losses. For example, farmers are taught about sustainable farming which results in higher crop yield. This directly benefits Nestlé, which is then able to get its raw materials in the volume and quality required. It also benefits the farmers, who are then able to sell more produce in the open market, than before. As proof of the efficacy of this method, Nestlé sources 82 per cent of its materials locally. Local sourcing also protects Nestlé from the foreign exchange challenges that Nigeria recently witnessed. Where other companies made losses, Nestlé increased its volume of sales and was profitable.

Nestlé also has the Technical Training Centre launched in 2011, located in the Agbara factory to provide practical training to students, beyond the theoretical lessons they learn at school, to impart skills on participants and develop communities. Students go through 18 months of technical training in machining, engineering, and the best five students in the set go for a three-month immersion programme in Switzerland. At the end of the programme, students take the City and Guilds qualifications exam. Out of these, some are employed by Nestlé, while others find gainful employment within other organisations, boosted by their experience and employability skills.

Water

Nestlé uses water in its processes and the formulation of most of its products. Nestlé is also aware that its usage of water reduces access to water for others. Because of this, their sustainability focuses is on clean, safe water. Furthermore, the source of water that goes into producing the Nestlé Pure Life is shared by the communities around their facilities. Thus, the responsible use of water was of high priority to them.

Water is one of the most important things that are needed in life, and high quality of life requires having access to safe, drinking water. One of Nestlé's initiatives was healthy hydration, to ensure people have water to drink and

they can cook with. Sanitation goes hand in hand with access to water and Nestlé is also committed to helping communities to be cleaner in order to improve their hygiene.

Nestlé launched, Project Water Education for Teachers to educate teachers about the importance of water, and give them tools for healthy hydration and conserving water. Training of teachers as the communication point for the initiative was important, as teachers are equipped to pass on the information to their students, over the years, and can also pass on the lessons to their families, expanding the reach of the training.

In 2013, Nestlé trained 3,124 students through 87 teachers in 25 schools across Lagos State. In 2014 the programme was extended to Osun State reaching 3,275 students through 161 teachers in 55 schools in Lagos and Osun states. By 2017, Project WET had reached over ten thousand children and teachers.

Building Inclusive Partnerships

Nestlé Nigeria is committed to building inclusive partnerships with its stakeholders through transparency, openness and accountability.

The company collaborates with organisations such as IFDC (International Fertilizer Development Centre) and USAID (United States Agency for International Development) to make sure the right environment for healthy living is created in Nigeria. These collaborations have also enabled Nestlé to achieve success with its community empowerment programmes. By working with organisations that exist to address specific areas, Nestlé is able to make use of their in-depth knowledge and experience to identify emerging issues. This shapes the company's sustainability actions and enhances the impact and longevity of its societal change interventions.

Nestlé launched its Quality Grains improvement programme in 2009, partnering with the renowned International Institute of Tropical Agriculture (IITA) Ibadan, Nigeria. The partnership requires IITA to train farmers to understand the importance of good agricultural and storage practices that mitigate the risk of crop damage from naturally occurring mycotoxins, increase yields, quality and market access for local farmers. In the eight years since the programme started, over 10,000 farmers have been trained.

The company also collaborated with IITA on the 'Cassava Starch Initiative' – which trained smallholder farmers on cassava management practices. Together with the training, 500 farmers were provided with high-yielding cassava materials with which to establish hectares of cassava farms. The rationale behind this was to ensure the sustainable supply of cassava roots with high starch content to cassava processing firms across, including Nestlé Nigeria. In 2014, 3,192 tonnes of cassava roots were supplied which enabled Nestlé Nigeria to replace imported corn starch with locally processed cassava starch.

Nestlé has also worked with organisations like the Nutrition Society of Nigeria (NSN) and expert nutrition specialists who provide training for other healthcare professionals: "Our experts train the healthcare professionals, and they, in turn, step down this training, in this way contributing to systemic capacity building of the Nigerian healthcare industry." Nestlé Nutrition Institute, Africa (NNIA).

Nestlé's Healthy Kids programme, an advocacy and awareness platform introduced to enlighten children and teachers on improved nutrition and health knowledge, was coordinated through partnerships with government agencies such as the State Universal Basic Education Board (SUBEB), Centre for Health Education and NGOs such as Population and Nutrition (CHEPON). The programme covered about 113 primary schools in Lagos, Ogun, Ondo and Oyo states with a training penetration of about 606 "Healthy Kids" teachers and reached about 62,483 children in the schools.

Nestlé partnerships extend to the public sector. In compliance with the World Health Organisation's code on the responsible marketing of breast-milk substitute, Nestlé Nigeria partnered with the Federal Ministry of Health to drive awareness on breastfeeding by organising campaigns and workshops for health professionals on the importance of breast-milk for infant nutrition.

Through publications, workshops, conferences, the use of digital media and research partnerships with academic institutions, the Nestlé Nutrition Institute of Africa (NNIA) provides registered healthcare professionals with information on new and innovative developments in science and technology as it concerns early childhood nutrition. Through this initiative, Nestlé Nigeria could reach over 28,000 healthcare professionals.

The Future

One key lesson from the Nestlé sustainability journey is the importance of focus and alignment of a sustainability strategy with the core business activities of an organisation. It has been remarkable to explore the impact Nestlé has had on its communities, even while remaining focused, and refusing to get distracted by getting involved with non-core business activities, although requests for such, such as the construction of roads are received every now and then. Nestlé remains committed to contributing to the communities in which it operates and the wider society through its creating shared value (CSV) framework. Together with CSV, innovation and continuous improvement remain the guiding forces that translate into success for Nestlé, even as work on existing sustainability strategies and implementation plans continues. Nestlé recognises that as the Nigerian society evolves and expands towards the understanding and appreciation of the role sustainability can play in advancing the Nigerian society, organisations with innovative approaches that can address the developmental challenges in Nigeria will thrive. Yet until then, and perhaps because of the status of the country in its development trajectory, the Nigeria business environment provides challenges. But for Nestlé, these challenges can be viewed as a means to create shared value.

What additional lessons can be learnt from Nestlé?

For an organisation looking to start on the sustainability journey, the first place to start is by looking at the entire community, stakeholders and the company's value chain – it is important to look and observe for some time, to try to examine the value they can bring to an organisation, and what the organisation can, in turn, provide to the stakeholders so that the relationship can be mutually beneficial. Another important consideration is for any sustainability strategic plans to be scalable, volume-wise and temporally. It is important for a strategy to encompass the short-term, but move beyond this to a medium to long-term view in terms of strategic planning for an organisation. While this may understandably be difficult in the Nigerian business environment, a five-year strategic (organisation-wide including sustainability) plan cascaded down into three, two years and one-year chunks is advantageous for the success of any business. That said, businesses need to be flexible enough to respond and adapt to changes in the environment.

It is important for businesses to create systems that will outlast governments and outlast tenures of companies. For the government as well, it is important to think for the long-term, for continuity, so even beyond a government's tenure, how do projects continue? How can organisations collaborate better? How can communities be brought together more strongly? The path to sustainability is long, and may be longer still in Nigeria, but the focus is on managing expectations of all the stakeholders across the value chain, the aggregators. Government policies are not usually implemented as communicated or perhaps intended, and it is important for the future that implementation happens, to ensure all players operate on a level playing field, even as competition continues to grow.

Case Study 8

Competing through Socio-Economic Value Creation



Tolaram Group



Tolaram Group started operations in Nigeria in 1974. The Group was the first business to produce noodles in Nigeria, and its other business units and investments played a pioneering role in the country's food manufacturing and consumer goods production and distribution. This case study examines how sustainability, social and economic value creation is built into a business through its products, services and operations. Drawing on examples from the company's experience of being profitable and impacting the quality of life of millions of Nigerians living below the poverty line, it demonstrates the importance of embedding sustainability thinking in the development of good and services.

Company Overview

The Tolaram Group was established in 1948 in the city of Malang in Indonesia. By 2014, this family-owned, professionally-managed business had grown into a multinational company with manufacturing interests in 12 countries and trading agreements with companies in over 75 countries. Innovation and reinvention led their successful entry into a range of businesses including digital services, energy, infrastructure, distribution, financial services, paper products, real estate, textiles, and the production of consumer goods. The group's headquarters is in Singapore but they have business interests in Asia, Africa, and Europe. The group has over 9,500 employees globally and revenue of one billion US dollars.

In Nigeria, Tolaram Group is established in the manufacturing and sales of instant noodles, vegetable oil, cereal, pasta and snacks, and carpets. The company is invested in free trade zone development, port infrastructure, power distribution, haulage and logistics, distribution of office automation, and general trading. The group's headquarters is in Lagos but they operate several factories and businesses across the six geo-political zones of the country.

| Sector | Businesses |
|----------------------------|--|
| Fast Moving Consumer Goods | Dufil Prima Foods Ltd Pure Flour Mills Raffles Oil LFTZ Enterprises Tolaram Africa Enterprises First Choice Retailing Ltd BHN Haulage Multipro Consumer Products Ltd |
| Joint Ventures (FMCG) | TG Arla Dairy Products Enterprise Kellogg-Tolaram Nigeria Limited |
| Energy and Infrastructure | Lagos Free Trade Zone Lekki Deep Sea Port MBH Power Ltd |
| Digital | Vconnect Global Services Ltd |
| Textiles | Lucky Fibres Ltd |

Table 16: Tolaram Group's Businesses in Nigeria

Disrupting the Fast Moving Consumer Goods Market

The Tolaram Group is at the forefront of brand development, production, and delivery of quality and affordable foods and products to the Nigerian public. The Group grew and expanded to become a leading Fast Moving Consumer Goods (FMCG) distributor in West Africa with access to more than 600,000 retailers. In 2016, the Group had six (6) established businesses in the FMCG sector and had commenced two (2) new joint ventures with international partners; Arla Foods and Kellogg Company. Dufil Prima Foods Limited is the flagship FMCG business and producer of the nationwide favourite noodles (Indomie Instant Noodles). This business is made up of four firms: DUFIL Noodle Division, the producer of noodles; DUFIL Seasoning Division, the producer of noodle seasoning; Pure Flour Mills, a wheat mill business supplier and producer of flour and the pasta brand 'Power Pasta'; and Raffles Oil Enterprise, a palm oil refinery and producer of a cholesterol-free vegetable cooking oil brand 'Power Oil'.

The FMCG businesses also include Multipro Consumer Products Ltd (S&D), a marketing and distribution firm which has recorded remarkable success getting Tolaram's products into the minds and tables of Nigerians in both urban centres and rural settlements; Multipro Consumer Products Ltd (BHN Haulage), the haulage business unit of the Tolaram Group and one of Nigeria's largest corporate transporters with a fleet size of over 700 trucks; Insignia, producer of flexible wraps and packaging for food products serving Tolaram's businesses and other leading FMCGs in the country; Tolaram Africa Enterprises, manufacturer of the country's most affordable bleach 'Hypo'. This company has singlehandedly penetrated the bottom of the pyramid making bleach available for as low as 50 naira (15 cents) in small sachets. First Choice Retailing Limited is a novel chain of corner stores which operates a franchise model creating sales point for Tolaram's products in originally hard-to-reach residential neighbourhoods. Tolaram Group is a key player in the textile industry: the group owns Lucky Fibres, makers of the top carpets and rugs brand in Nigeria, Nobel Carpets and Rugs. Lucky Fibres is the largest integrated manufacturer of tufted, printed and woven carpets and rugs in West Africa. The Group also founded Vconnect Global Services Ltd (Vconnect) an online search engine which simplified and enhances engagement between people and service sector businesses. Vconnect had over 1.5 million registered businesses. The Group has what could be described as an 'almost-monopoly' in its segment as competitors find it difficult to compete with the beloved brand. Their dominance led to other noodle brands dropping out of the market and getting acquired by Tolaram Group: in 2017 Dangote Noodles and Mimie Noodles were acquired by Tolaram from Dangote Group and May and Baker Plc respectively.

Leveraging Global Partnerships

Tolaram Group global partnership led to the establishment of two business units. In partnership with Arla Foods Amba, the fifth largest dairy company in the world and owner of the Dano Milk brand of dairy products, Tolaram Group founded TG Arla Dairy Products Enterprise. The company specialises in the packaging, marketing, sales, and distribution of Arla dairy products (liquid and powdered milk) in Nigeria. Kellogg Company, the world leader in cereal and breakfast meals bought a 50% stake in Tolaram's Multipro Consumer Products Ltd and in September 2015. MCPL became a joint venture between Tolaram and Kellogg for the production, marketing and distribution of snacks and breakfast foods for the West African market. The partnership with Kellogg Company also led to Kellogg-Tolaram Nigeria Limited, the 2nd manufacturer of Kellogg products in Africa. By the end of 2015, Tolaram's FMCG businesses alone had 3,740 direct employees and supported 18,950 jobs through connections with contractors, suppliers, and distributors.

Investments in Infrastructure

Tolaram Group is also becoming a key player in the infrastructure space. Tolaram Group founded the Lagos Free Trade Zone (LFTZ) the first privately-owned free trade zone in Nigeria. Spread over 805 hectares of land, the zone had several industrial zones and offer access to Nigeria's enormous consumer market and the rest of West Africa. The Group is also the lead investor in the Lekki Deep Sea Port, a multi-purpose port at the heart of the Lagos Free Trade Zone. The port was developed with several partners including Nigeria Port Authority and the Lagos State Government, China Harbour Engineering Company Limited's engineering and construction arm CCCC as well as Louis Berger, a multi-disciplinary infrastructure consulting firms in the world. Tolaram Group also operates MBH Power Limited, a total energy solutions company. MBH Power focuses on engineering, procurement and construction (EPC) solutions in transmission and distribution, metering & energy audit and solutions in conventional & non-conventional power generation. Tolaram Group's investment in infrastructure is significant in light of the large infrastructure gap in Nigeria, which has negative impacts on the ease of doing business and the country's ability to drive exports and consequently economic development.

Price and Packaging for the Bottom of the Pyramid

Tolaram is best known for its introduction of noodles into the Nigerian market. Their noodle brand 'Indomie Instant Noodles' is the country's first and most successful noodle product. Apart from being the creators of the noodle segment in Nigeria's food sector, the company has also recorded huge successes with the introduction of new products, especially in small-sized sachet packages. These included Minimie 'chin-chin' snacks, Power Oil Vegetable Oil, Power Pasta and Minimie Noodles. Indomie continues to grow as a household name and favourite even with the entrance of other competing noodle brands into the market. Tolaram has a remarkable impact on the Nigerian culinary landscape, appealing to several demographic groups (ranging from children to teenagers and adults). The noodles product is not only an affordable meal but it is packaged in various sizes and marketed in innovative ways to meet the needs of various segments of the market. These include the Indomie 'Hungry Man Size', 'Belle-Full' packs for the populace living below the poverty line (\$1.25 dollar per day). Dufil Raffles Oil Ltd's 'Power Oil' brand of vegetable oil also quickly took a large share of the market because it is

sachet-packaged, cholesterol-free and affordable to even the lowest of income earners. In 2013 Tolaram Group commenced the venture to address the need for healthy and affordable cooking oil. Before then, the largely poor Nigerian populace consumed unbranded locally produced vegetable oil. These unbranded products were cheap but high in cholesterol and hazardous to human health. Tolaram Group launched cholesterol-free vegetable oil 'Power Oil' and engaged in aggressive health awareness campaigns and initiatives to sensitise the public on the need to eat healthily and use healthy cooking oils. The strategy paid off as Power Oil became a leading vegetable oil brand in the country with sales across various income segments of the market.

Corporate Social Responsibility through Value Chain Participation

The company has a Micro Enterprise Initiative called the 'Indomie Bukka' which further supports the availability of its product in remote areas of Nigeria. Established in 2011, the Indomie Bukka Scheme enables poor and less privileged individuals to own and run micro-food vendor enterprises. Annually, individuals are given free Indomie kiosks, cooking equipment and Dufil products to start their micro-food businesses which operate like small restaurants on busy streets, in schools and universities and other populated areas where the vendors can directly reach consumers. The scheme was developed to empower existing and prospective micro-food vendors by providing education on business skills, nutrition, and hygiene. By 2011, as part of its efforts towards wealth creation and improved nutrition and hygiene in Nigeria, the company entered into a partnership with the Student in Free Enterprise (SIFE) to broaden the reach of the scheme. SIFE is a global network for the improvement of the quality of life of people in communities around the world. On average, the scheme supports 300 economically disadvantaged people annually, impacting over 650 family members in various locations across Nigeria. In addition to training, the company provides unemployed adults and street traders with goods needed to generate income. Indomie continues to be the most popular brand of noodles in Nigeria.

Tolaram Group also had a strong culture of job creation. First Choice Retailing Ltd (FCRL) for example, is a convenience retail store business which operates a franchise model with the brand name 'Best Choice'. These shop spaces are rented, furnished and branded by FCRL and are run by Business Associates (Franchisees) who invest working capital in purchasing the authorized products. Business Associates are from various walks of life, and Tolaram Group trains them on the business skills needed to run the stores. By 2016, the 160 Best Choice stores supported the income of 480 entrepreneurs and store employees, impacting about 800 family members and dependents.

'Hypo' Product Innovation for Water, Sanitation and Hygiene (WASH)

Tolaram Africa Enterprises (TAE) introduced a very affordable bleach product called 'Hypo'. This sodium hypochlorite bleach is a highly successful cleaning and hygiene solution for Nigeria's BoP. The company was the first to package bleach in small sachets sold for as little as 50 naira (15 cents). The Hypo team carried out Water Sanitation and Hygiene (WASH) campaigns in various communities across the country. They demonstrated the use of the product to consumers at organised community sampling exercises in households, schools, and hospitals. Tolaram's assessment of the impact of this product revealed positive results on the knowledge, attitudes, and beliefs of the sampling exercise participants, many of whom reported an increased awareness of hygiene issues and the need for improved practices in household and institutional sanitation. Tolaram hoped to impact the overall health of Nigerians through the use of this product. The company saw its bleach solution as a way to curb and control the spread of infectious diseases in Nigeria. Every year in Nigeria, an estimated 124,000 children under the age of 5 die because of diarrhoea, mainly due to unsafe water, sanitation, and hygiene facilities as well as practices. The impact of the product was also greatly felt during the 2014 Ebola epidemic in West Africa as it was donated to various government health facilities and communities to curb the spread of the dangerous disease. By 2016, the company controlled 89% of the bleach market in Nigeria and Hypo bleach had gained a penetration rate of 27% with more Nigerians being able to afford the product.

Corporate Philanthropy: The Tolaram Foundation

The Group's Foundation was founded in 2009 as a not-for-profit organisation endowed with 25% ownership of the total shares in the Tolaram Group globally. The creation of the Foundation was a step forward in the group's community-investment philosophy that focused on five objectives in the regions where the group had operations. The objectives include promoting good sanitation (including hygiene and clean drinking water), promoting education, supporting orphans and orphanages, providing equal opportunities for females, and empowering the mentally and physically handicapped. The Foundation pledged to be a leading organisation in assisting people in 'living a physically normal life with self-reliance, self-esteem and dignity; to join hands

together to provide the limbless with limbs and make them feel self-reliant and absolute'.

This led to the setting up of the IshK Limb Centre in Lagos, Nigeria. IshK Limb Centre provides free prosthetic limbs and other services to people with special needs. It was launched in 2009 and is located at the Tolaram Group head office in Lagos. Their aim is to maintain and enhance where possible the dignity and self-esteem of patients. The initiative further empowers beneficiaries by hiring them in the various Tolaram Group companies. The word 'IshK', meaning 'love' in Bahasa Indonesian, exemplifies the group's social objective of making a lasting positive impact on the less privileged in Nigeria. The Foundation also reaches individuals outside Lagos through outreach programmes known as the IshK Limb Camps. Camps are held in various Nigerian cities, such as Warri, Benin, and Port Harcourt in the south-south; and Abuja and Kano in the north. At each of the camps, often more than one hundred people with special needs are fitted with new prosthetic limbs. By 2016 the limb initiative of the Foundation had served over 6,800 patients with free prosthetic limbs. The Tolaram Foundation also executes water and sanitation projects in schools, host communities in the vicinity of their factories, local schools, and other communities around Nigeria. The Foundation partners with multilateral organisations like the World Toilet Organisation to improved sanitation awareness and practices which they hope will reduce infectious diseases and consequent deaths, especially in children.

Advancing Health and Wellness

Dufil Prima Foods, the business unit which produced the very successful noodle brand 'Indomie' also has dedicated social investment initiatives. The company supports paediatric health through the Indomie Hospital Project. The project aims to support good medical care for all Nigerian children regardless of their ability to pay for healthcare services. Dufil provides healthcare equipment and supplies for the paediatric units of public hospitals and has contributed healthcare equipment to hospitals in Abuja and other parts of the country. Raffles Oil, the producers of the cholesterol-free cooking oil brand 'Power Oil' hold health camps and 'Walk-Heart-On' in various cities in the country. These are outreach efforts to improve Nigerians' health by offering free medical consultations and enlightenment on nutrition, healthy living, and check-ups, conducted in open market settings and public arenas. These camps afford some Nigerians their first opportunity to learn about their health status. It was estimated that over 252,000 individuals benefit from the initiative as of 2016. The company also organises the Power Oil 'Walk-Heart-On' walking competitions, an awareness programme on regular exercise and healthy living. The Power Pasta brand of the Tolaram Group also hosts an annual one-day national half marathon race. The initiative had more than 1,300 participants by 2016, and reaching over 3,000 people to create awareness on the need for exercise and healthy living. The marathons also provide the opportunity to discover sporting talents for Nigeria.

Education and Youth Empowerment

Education and youth empowerment are also pressing issues in Nigeria. Tolaram Group also has several CSR initiatives aimed at education and supporting children and youth. The Indomie Independence Day Award (IIDA) is the group flagship initiative for children, rewarding and promoting bravery and sound values among children in Nigeria. Beginning in 2008, the awards are given to Nigerian children below fifteen years of age who had demonstrated acts of bravery and determination in the face of daunting challenges and to children with exceptional talents. Twenty-four children have been beneficiaries of the awards and were rewarded with scholarship funds, educational materials and medical support. The company also has a Post Graduate Scholarship Scheme which commenced in 2009. Tagged the 'Indomie National Post Graduate Scholarship Award', the scheme supports students in the field of nutrition and dietetics. The scholarship scheme is a partnership agreement between the Federal University of Agriculture, Abeokuta (FUNAAB), and Dufil Prima Foods Plc. The scholarships give low-income students access to higher education; it also prioritises women's participation on an equal basis.

The group also has a School Adoption Programme through which the company provides financial support and donates equipment to more than 3000 community schools across Nigeria. The adoption also involves sponsorship of most of the schools' extra-curricular activities such as competitions, excursions, and sporting events, as well as the provision of educational charts and teaching aids to improve classroom participation and educational outcomes. First Choice Retailing Ltd also supports the education of children in primary and secondary schools through its First Choice Scholarship scheme for customers in poor communities where they are located. This initiative supports access to basic education for low-income families and also boosts customer loyalty. From 2006 the Tolaram Group financially supported sporting activities and initiatives for schools; their support for such events has become an integral part of its community investment. In partnership with influential

personalities like Segun Odegbami, a member of the Nigeria's football team at the 1980 African Cup of Nations tournament, Tolaram promotes the beneficial combination of sports and education through a national campaign. Tolaram Group's haulage business, BHN also supports and engages with the Federal Road Safety Commission (FRSC) to improve safety on Nigerian roads. The company donates safety helmets, creates zebra-crossing pathways, and has FRSC resource persons teach at their staff trainings. Dufil's Indomie Fan Club, a school-based children's club also partners with the FRSC on various programmes that educate children on road safety.

Community Support and Engagement

Residents of the communities where Tolaram Group has factories were the first beneficiaries of the company's employment and internship opportunities. Interested members of the communities are trained and integrated into their supply chain and operations as contractors and suppliers. Tolaram Group's philanthropy also reaches orphanages and homes for the elderly through donations. The company desires to have more impact through this channel; by 2016 they had reached 63 orphanages and homes. The company also engages with several schools and civil society groups. They are given the opportunity to visit the group's factories on excursions where they learn about the production processes.

Emission Reduction and Sustainable Operations

Over the years, the Tolaram Group has developed diverse strategies to minimise the negative impact that their industrial operations have on the environment. The group's factories were initially powered by diesel plants, but by 2015 their FMCG factories ran on Compressed Natural Gas (CNG) with the exemption of the Kaduna noodle factory, which continued to run on diesel due to the unavailability of CNG in that location. Between 2009 and 2015, Tolaram's factories transitioned to the use of integrated gas-powered systems because management saw this as more environmentally responsible and financially sustainable in the long-term. Planning continues on ways to incorporate solar energy as a means of power generation. The Kaduna factory was able to reduce air pollution by using the steam output to generate heat for the boiler section of the production line. This resulted in significant reductions in carbon emissions. Tolaram initiated group-wide initiatives to drive reduce energy consumption and drive home the energy use message. Utility managers ensure that unused workplace gadgets and lights are switched off. Walkways and offices display stickers that read 'Please switch off your air conditioners and lights when going home' as reminders to staff of the need to use energy wisely.

Water treatment and water conservation are also priorities for the group's factories. Water is recycled in the boilers for the steaming process in the production of food products. Industrial pumps are used in an environmentally responsible way to draw water, the major ingredient for the bleach production. Wastewater from all production processes is cycled through water treatment plants and tested for toxicity and the water is re-used for gardening and landscaping in the factory premises. Solid waste, which includes damaged cartons and products packaging scraps, are disposed of through the government waste management agencies. Food waste like non-standard broken noodle blocks is crushed and sold to farmers to be used as animal feed. Liquid waste like used cooking oil is also sold for use in other industries (this was prevalent in the noodle production and palm oil refining processes). The company has an environmental policy and is also supervised and regulated by the food safety and standards government agencies.

Lessons from Tolaram Group's Approach

The Tolaram Group has made a positive impact on Nigerian society through business and social initiatives. A study of the group's Fast Moving Consumer Goods (FMCG) business impact on Nigeria's economy found that they contributed a total value add of NGN 241 Billion (0.26% of Nigeria's 2015 GDP). Tolaram has integrated sustainability and social impact creation into their business without necessarily adopting a 'CSR' or 'sustainability' label. Tolaram had zealously invested in several corporate social responsibility (CSR) initiatives but there were challenges in effectively communicating their endeavours to their stakeholders. While their philanthropic initiatives were laudable, the Group also acknowledges the need to take steps in making their value creation more systemic across their operations and the sectors of Nigeria's economy in which they operate. The group did not set social impact targets by which it could measure and benchmark its social performance alongside its financial and environmental performance. While the Tolaram approach is laudable for being part of the day to day and purpose of the businesses, the company could create more impact by taking a more strategic method.

Case Study 9

A Commitment to Sustainable Living



Unilever



Since the 1880s, Unilever has committed to improving cleanliness, hygiene, health and well-being, so that life may be more rewarding for its customers. This commitment has been cascaded across Unilever companies worldwide, including Unilever Nigeria. More recently in 2010, Unilever introduced its Sustainable Living Plan, which focuses on how small actions can coalesce to result in big changes. Here, we tell the story of how Unilever Nigeria is contributing to the sustainability conversation within the Nigerian business environment and experiencing business growth at the same time. This case study explores how sustainability is practised from vision to implementation in Unilever Nigeria. It presents an interesting viewpoint from the FMCG industry as well as how to overcome some of the challenges to sustainability in the Nigerian business environment.

Company Overview

These were the words penned by William Hesketh Lever, the founder of Lever Bros. The words formed the basis of his ideas for Sunlight Soap - the company's revolutionary new product that helped popularise cleanliness and hygiene in Victorian England in the 19th century. In the time since then, Unilever, as the company is now called has expanded to become a household name, known for its various brands in the personal care, home care and food units of consumer goods, and it continues to be tasked with the same aim of improving the quality of life for its customers.

Globally, Unilever is known for its focus on sustainability, championed by Paul Polman, the global Unilever CEO. This global strategic focus on sustainability has been cascaded throughout its business units worldwide, including in Nigeria. The company's unique heritage continues to shape the way business is done to this day. Sustainable living ideas have remained at the heart of the business, even as the language – and the notion of only women doing housework – has become outdated.

Financial Performance Overview

Unilever Nigeria had a market capitalisation of 5.78 billion NGN at the end of 2017 and continues to be a leading business in Nigeria.

| Year | Revenue growth (Billion Naira) | Profit (Billion Naira) |
|------|-----------------------------------|---------------------------|
| 2017 | 90.771 | 7.450 |
| 2016 | 69.777 | 3.071 |
| 2015 | 59.221 | 1.192 |
| 2014 | 55.754 | 2.412 |
| 2013 | 60.004 | 4.806 |
| 2012 | 55.547 | 5.597 |

Table 17: Unilever Nigeria's Financial Performance 2012 - 2017

Unilever: Sustainability for Development and Business Growth

Unilever Nigeria prides itself as a company where great people, terrific brands and proud traditions converge to meet and satisfy the needs of people and families across Nigeria. The company went public on the Nigerian Stock Exchange in 1973 with equity holdings of 50.04 per cent by Unilever Overseas Holdings B.V, its parent company and 49.96 per cent held by Nigerian investors.

Unilever Nigeria is the oldest surviving manufacturing company in Nigeria. It was established in 1923 by Lord Leverhulme. Lever Brothers West Africa (as it was known before it rebranded in 2001 as Unilever Nigeria) was a soap manufacturing company. Over the years, the company diversified into manufacturing and marketing of foods and personal care products in Nigeria with manufacturing sites in Lagos and Agbara, Ogun State.

As a developing country, Nigeria faces several developmental challenges which can at times seem insurmountable. Yet, these challenges provide opportunities to make sustainable living commonplace, which can drive the growth of businesses. Sustainable living refers to the Unilever definition of sustainable living- that is, how life is experienced, and for life to be rewarding and of good quality.

For Unilever, sustainability is ensuring there is a world for everyone to live in. It is about improving the quality of life, how life is experienced by those in the world currently, as well as ensuring that the world is left in a better place for the next generations. The company has translated this vision into strategic objectives that focus on the quality of life through health, nutrition, well-being and hygiene.

Unilever strongly believes that their brands, spanning the personal care, home care and food units, are uniquely placed to contribute to sustainable living. For example, oral care (personal care unit) products help to improve hygiene, and healthy nutrition practices (foods unit) enhance living standards of many.

Underlying these themes is the importance of consideration for others and for the Company, especially those termed "Bottom of the Pyramid". The company's array of products across personal care, food and homecare units are targeted to various strata of the society, with smaller packages, of the same quality, available to low-income earners.

| Units | Brands |
|---------------|---|
| Personal Care | Close Up Pepsodent Lux Rexona Pears Baby Products Vaseline Lotion Vaseline Petroleum Jelly |
| Food | Blue Band Margarine Lipton Yellow Label Tea Royco and Knorr Bouillon Cubes |
| Home Care | OMO Multi-Active Detergent Lifebuoy Soap Sunlight Washing Powder Sunlight Dish-Washing Liquid |

Table 18: Unilever Nigeria Product Offerings in Nigeria

Reviewing Unilever's sustainability journey, corporate governance is a term that emerges quite strongly in the narrative - perhaps the strong corporate governance of the company is a major part of its sustainability focus.

Sustainability can be integrated from diverse angles within an organisation. For Unilever Nigeria, the angle for exploration has been the understanding that opportunities abound to help contribute to the realisation of several of the United Nations Sustainable Development Goals (SDG) through many of the goals to which the Unilever Sustainable Living Plan is aligned. Here, we explore how the vision of the SLP has been translated from its vision and implemented by Unilever Nigeria within the context of the Nigerian business environment. It is interesting to note that implementing the SLP has led to the growth of Unilever Nigeria's business, and while we are not able to drill down into the details of how this has happened in this case study, for Unilever Nigeria, the company strongly believes that sustainability can drive business growth. As the focus is on providing customers with good quality products that will also impact positively on the community and the wider environment, and in turn stimulate demand for the products and services offered by the businesses in that community. In a nutshell, businesses can thrive in a thriving community.

The Sustainable Living Plan

More recently, Unilever Nigeria's sustainability focus has been driven by the company's sustainability agenda as articulated in its 2010 Sustainable Living Plan. The SLP is Unilever's blueprint for sustainable business. The aim is to decouple the company's growth from its environmental impact while increasing its positive social impact, driving profitable growth for its brands, saving costs and fuelling innovation.

To achieve its vision for sustainability, Unilever Nigeria has three clear goals:

- Improve health and wellbeing,
- Enhance livelihood, and
- Decouple growth from the environmental footprint of its products.

The Sustainable Living Plan is a holistic sustainability agenda, which aims to transform the entire Unilever value chain to ensure all the company's products are socio-economically and environmentally sustainable. An example is the SLP's support for small-scale agricultural farmers. The SLP is also concerned with how consumers use the products and dispose of them. The overall aim is to make sustainable living commonplace and second nature, within the natural limits of the planet.

Eight years into the implementation of the SLP, how has Unilever Nigeria been able to implement its sustainable living plan and what are the lessons that have been learnt from the journey?

One key strategy has been the strengthening of the company's sustainability footprint in a bid to tailor the framework in the context of its relevance to the business operations in Nigeria. In 2017, Unilever Nigeria reported a 30.4 per cent increase in revenue from 69 billion naira in 2016 to 90 billion naira in 2017; and an increase in profit after tax from 3 billion naira in 2016 to 7.5 billion naira in 2017. In 2015, the cost of sales increased by 29 per cent from 38 billion naira to 49 billion naira in 2016 due to the rising costs of raw materials as a result of Nigeria's foreign exchange volatility. As the company grows its business further, it expects to continue to experience business growth, even as the sustainable living plan continues to improve the quality of life for customers, employees and the local communities.

One key reason for the improved performance of the company had been its focus on its sustainable living plan, which was how the company had come up with interesting and dynamic ways with which to make sustainability a core part of its business activities, resonate with customers and create value in its communities. While profitability was not the sole aim of a sustainability strategy, how has Unilever Nigeria, been able to report strong financial performance, and to what extent can the increase in performance be ascribed to its commitment to sustainability?

Innovation

A commitment to innovation perhaps was one of the key elements of sustainability in Unilever. This had created a culture of continuous learning, improvement, trying to do things differently, thinking through problems and challenges and coming up with solutions that are tailored to the solutions. Unilever Nigeria was driving innovation across its value chain by offering healthy nutritional products, reduction in the use of paper, promoting a circular economy where resources are used, recovered and regenerated to eliminate waste and disposal. Innovative approaches are also carried out in ways to create awareness on healthy living.

Unilever continually tries to develop new business practices that can contribute to the growth of the company and its communities, as well as meeting people's ever-increasing desire for more sustainable products and creating a brighter future for everyone.

Take the example of Knorr - the bouillon cube. Unilever Nigeria rolled out several campaigns under the Knorr umbrella, targeted at addressing anaemia in Nigeria. The Knorr Initiative was introduced to enlighten women on the nutritional and healthy value proposition of selling Knorr cubes. The "Knorr Force for Good Programme" was launched in 2015 to advance solutions for the reduction of iron deficiency anaemia in Nigerian women and adolescent girls with a focus on rural areas where anaemia was prevalent. As of 2017, the programme had reached 150,000 mothers and daughters in various states of Nigeria such as Ogun, Osun, Imo, Nasarawa, Benue, Kaduna, Abuja and Kogi. Knorr cubes were now fortified with iron to help in the prevention and tackling of anaemia in Nigeria. The company expects this multi-dimensional approach to bring about healthy living, expanded market and economic empowerment of women in line with the UN Women Empowerment Principles.

'Shakti' (Mbuli, Gbemiga, Tallapi) was another innovative programme, which focused on empowering women, creates value along the company's supply chain. The Shakti programme trains and provides women in rural communities with the capital required to trade Unilever products to households and small stores within such communities. The programme which started in 2015 in the south-west and south-east expanded to the north-

central in 2016. Shakti empowered women in rural communities in Nigeria to set up their own businesses and improve their livelihoods. As at the end of 2017, Unilever had empowered over 2,500 women as micro-entrepreneurs.

Another example, the customer development motorbike project was an initiative that creates value along the Unilever Nigeria supply chain. The initiative promotes entrepreneurship by empowering third-party sub-distributors across Nigeria, through the deployment of two-wheeler bikes. The initiative was intended to improve the company's distribution chain and create wealth for the distributors. Since its inception in 2016, the programme had recorded a total of 250 employees.

The wider ambition for innovation was to move from the existing business model towards the creation of alternative business models which have sustainability as an integral component. Alternative business models can present companies with opportunities to come up with innovative solutions to business. The Unilever Global CEO Paul Polman, making a case for alternative business models argues that growth should not be at any cost – but rather, the current way of doing business had been and should continue to be questioned to show how alternatives can be developed and adopted in ways that encompass sustainable, equitable growth. As the world progresses and sustainability thinking becomes more mainstream, businesses that do not consider sustainability are exposed to a level of risk, seeing as consumers are becoming increasingly aware and demanding of sustainability.

Behavioural Change

Successfully integrating sustainability within an organisation was a big ask, and a large undertaking, as there are several stakeholders, which presents the need for a strategic approach. For example, when you consider attempting to impact on a nation's oral hygiene habits, how does an organisation even begin to address this? What Unilever Nigeria had done was to break down the sustainability agenda and set targets in manageable measurable chunks.

Actualizing behavioural change requires targeted communication messages, although behavioural change might be met with some resistance. Unilever Nigeria with various communication messages provides a compelling reason for consumers. The SLP is clever in that it attempts to distil sustainability thinking to basic human needs: the importance of nutrition, hygiene and well-being- in this way communicating about sustainability in the language the majority need to hear - for them to change their behaviour. It had attempted to change the behaviour of its key stakeholders: employees, customers and the wider community.

To change the hygiene behaviour of customers, Unilever Nigeria engages in customer enlightenment programmes to create awareness about the importance of hygiene and a healthy diet to living a good quality life. Unilever Nigeria was pursuing awareness by tying these to their products. For example, the oral health campaign had been tied to Pepsodent. World Oral Health Day is sponsored in Nigeria by Unilever Nigeria to create awareness amongst school kids on the significance of oral care in achieving improved health-care. This and other initiatives such as the Pepsodent Brush Day and Night Oral health campaign, which include giving out free educational materials, toothpaste and toothbrushes, are targeted at educating public primary school students on the importance of good oral hygiene. So far, the programme has reached over 5 million Nigerian children in about 4,500 public primary schools.

The Knorr brand worked with women and adolescent girls to address the problem of iron deficiency through behavioural change programmes across Nigeria, which teach them how to fortify their meals and that of the family with iron-rich ingredients and leafy green vegetables. The company had expanded this to the community within which it operates, to work concertedly towards improving the health and wellbeing of the people. The audience was varied, ranging from the young to the older, and to various stakeholders, customers and members of the community. Behavioural change programmes are carried out in primary schools across the nation where children are taught the essence of preventive oral care by brushing their teeth day and night, to instill oral hygiene habits in them from a young age.

The SLP also includes consideration for those within the organisation – its employees. Unilever Nigeria understands employees are the lifeblood of the organisation, and while the focus of the SLP appears to be on Unilever's customers, together with the value chain that drives the products to the end-customers, consideration for employees in terms of employee safety and human rights ensure employees are equipped to

deliver their best performance, which contributes to the overall success of the business.

The SLP asks for work to be carried out sustainably, especially with a focus on workplace safety, and advancing human rights. The company's manufacturing sites in Oregon and Agbara are best practice certified to ISO 14001 and OHSAS 18001 safety, health and environmental standards. Employees feel proud to work with Unilever as an organisation that had sustainability at the core of business operations. They call Unilever, a company with a heart. They are also motivated by improving people's lives through their day-to-day activity.

There are some questions how Unilever Nigeria will cascade its sustainable living plan for its employees, in terms of how work was carried out and how work was structured in the workplace? Other areas for consideration might include succession planning for effective, continuous sustainability leadership. The environment was an important component of the SLP and Unilever Nigeria was working to consistently drive its zero waste to landfill objectives in the manufacturing processes and initiate and participate in a number of waste management and recycling initiatives within the country.

Partnerships

Unilever Nigeria's SLP had been achieved through partnership with existing organisations that are able to feed into the strategic objectives of the plan. In this way, the company had been able to extend its reach beyond the confines of what would ordinarily have been possible if all the implementation goals were to have been kept in-house.

For its environmental goals - recycling and waste collection – Unilever Nigeria had partnered with Wecyclers, a waste collection company in Lagos, Nigeria to work with them on the collection and recycling of Vaseline and Blue Band Tubs. To support their work, Wecyclers were awarded a grant of Fifty Thousand Euros by Unilever Global to enhance its waste collection methods. In house paper-reduction methods include the reduction in the use of paper in its packaging – for this, Unilever Nigeria had discontinued the use of paper-based fibrates as secondary packaging for its detergents. Polywoven sacks are now used as secondary packaging.

Partnerships have also been a strong medium in how Unilever Nigeria had embarked on community engagement interventions. Unilever Nigeria had been working with UNICEF on its Community Approaches to Total Sanitation (CATS) programme - which was aimed at ensuring more Nigerians have access to proper sanitary facilities. The company partnered with Save the Children to address the high rate of child mortality by providing life-saving support to mothers and their babies at the time of birth, and during the critical postnatal period by providing improved access to training for health workers, nutritional enlightenment and vaccines.

Partnering had not only been with private sector organisations. The company also signed a memorandum of understanding with the Federal Ministry of Health to advance the Oral health campaign and reach over 10 million Nigerian primary school students by 2020. In 2016 alone, the company reached about 1 million students.

Unilever helps fight blindness in Northern Nigeria through a partnership with Sightsavers Nigeria to control and prevent trachoma. Together with looking at how sustainability can be integrated into how it carries out its business, Unilever Nigeria was also engaged in providing support for several initiatives and organisations, for example, it provides financial assistance for women in rural areas through the Oxfam initiative. Unilever also supports an Academy for African Filmmakers to empower, train and celebrate filmmakers and stimulate entrepreneurship.

Unilever Nigeria deploys advocacy and engages organisations such as the Nutrition Society of Nigeria (NSN) and Global Alliance for Improved Nutrition (GAIN) to create awareness on the importance of improved nutrition to the general health and wellbeing of Nigerians. To help tackle the spread of HIV/AIDS in Nigeria, Unilever was partnering with the NGO, PATA by funding PATA's HIV and AIDS media programmes.

Currently, Unilever had also joined Food & Beverage Recycling Alliance of Nigeria to create synergies with other players within our industry to jointly reduce the impact of our plastic footprint on the environment.

Donations and Corporate Social Responsibility

By the year 2017, Unilever undertook Corporate Social Responsibility initiatives to a value of 18.7 million naira, the company also made donations of 6.2 million naira into various social causes.

Assessing SLP Impact and Positioning for the Future

A strategic Unilever Sustainable Living Plan (USLP) workshop was held in Lagos in 2016 to evaluate and reposition the USLP framework based on its social, economic and environmental relevance to the Nigerian community. The results of the workshop guide the future sustainability focus of Unilever Nigeria.

The plan was to advance these through four strategic pillars: heart, new life, Greenland and reach.

| | |
|---|---|
| Project Heart was premised with improving oral health, hygiene and well-being of Nigerians. | Project New Life was anchored on enhancing livelihoods of Nigerians through responsible and sustainable sourcing and enhancing everyday nutrition. |
| Project Greenland aims to improve water bodies and hygiene by ensuring decent packaging disposal and recycling. It will also focus on water reduction innovation. | Project Reach was perhaps the most holistic of the pillars and aims to develop a business model that will address unemployment challenges and create jobs by empowering women and youth across the company's value chain. |

Figure 1 Unilever 4 Strategic Pillars

The aims are ambitious, although their being specific will enable strategies to be focused and for impact to be measured. Project Heart, for example, aims to target 10 million Nigerian children by 2020. Project Greenland had a focus to encourage innovative approaches to reduce water use. Unilever Nigeria is committed to creating 1 million jobs by 2020 through Project Reach.

Unilever Nigeria continues together with the global brand to integrate sustainability into its core business activities as well as positively impact on its community. Given our Unilever Nigeria story here, there remains a bigger question, rising from the realisation that perhaps attempting to integrate sustainability within existing business models might lead to sub-optimal results. Perhaps, as Paul Polman reasons, there is a need for alternative business models that present innovative sustainable solutions to how business is conducted. It will be interesting to see how Unilever contributes to this much-needed global conversation.

Challenges and lessons learnt

One major challenge Unilever Nigeria has faced on its sustainability journey has been how to create an appreciation for, and understanding of, sustainability amongst stakeholders, employees, customers. In particular, it had taken some convincing to do that doing good can contribute to an organisation's growth – that sustainability makes good business sense. Effective communication strategies targeted to various audiences and distilled regularly throughout the organisation and its stakeholders have contributed towards ensuring that the Unilever Nigeria sustainability message is known, and understood.

One key strategy that has contributed to Unilever Nigeria's success has been the careful consideration for how operational and manufacturing processes can integrate sustainability thinking, so that sustainability becomes an integral part of how the organisation functions; in this way, sustainability is not a fluffy, stand-alone, oft-ignored strategy, which can contribute to sustainable growth.

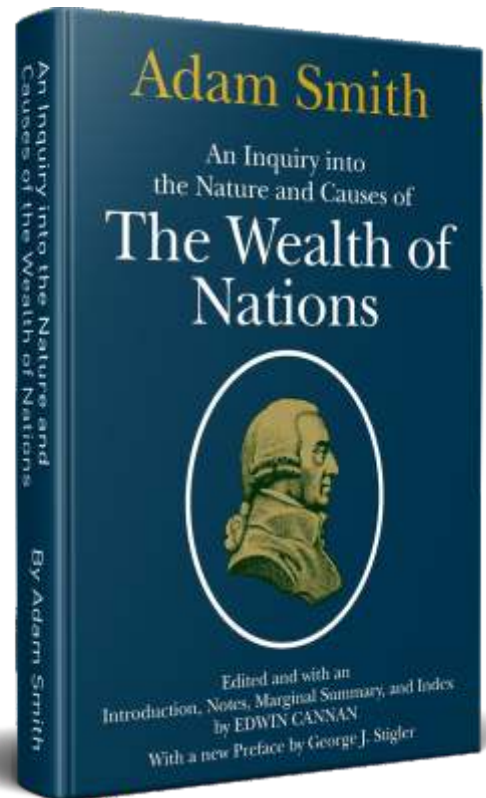
Looking Ahead

Unilever posits that its distinct purpose and operational expertise accumulated over the years, across its business model have been instrumental in the realisation of its vision of accelerating growth in the business, while reducing environmental footprint and increasing positive social impact. The promotion of sustainable living ideas has been at the heart of the business ever since it was founded, and this thread continues to run through the fabric of the global organisation, including Nigeria.

While this increasing awareness is a global fact, some may question how much sustainability awareness exists in developing countries like Nigeria, where the majority are concerned with meeting their basic needs. Yet, although the level of customer pressure for sustainability is not strong in Nigeria presently, it can only be expected to grow. Given that strength of the support for sustainability appears to be driven by the global parent company, understanding how Unilever Nigeria has translated the global vision into its local communities, in the midst of the challenges of operating in the Nigerian business environment presents an insightful story with many lessons.

Conclusion

Adam Smith in his book “An Inquiry into the Nature and Causes of the Wealth of Nations” stated that:



“It is not from the benevolence of the butcher, the brewer, or the baker, that we expect our dinner, but from their regard to their own interest.

We address ourselves, not to their humanity but to their self-love, and never talk to them of our own necessities but of their advantages

It can be argued, that in today's contemporary society, the relationship between business and society has evolved. Irrespective, the above statement by Adam Smith cannot be discountenanced, because businesses are intrinsically driven by self-interest. Nevertheless, the context of such self-interest differentiates the society minded businesses from the 'profit alone' minded businesses. Therefore, if benevolence, a word used in the statement is about kindness and compassion which are essential components of humanity, it means that sustainability encompasses these attributes. This is because the very essence of sustainability is to promote and advance the cause of humanity. For this author, benevolence does not imply philanthropy. But used in a context where businesses are socially minded in their value creation approach. In this context, the strategic direction of a business is attuned to make a profit by promoting and ensuring public good for the wellbeing of society.

This case book has therefore tried to highlight the sustainability practices of the studied companies in other to demonstrate the possibilities around. It is important to note, that the companies were not studied on the basis of being the only companies in Nigeria with noticeable sustainability practices. They were selected to exemplify and promote sustainability as a strategy that has to some extent been domesticated in Nigeria. It is also to show that sustainability is not a creation of developed economies and neither is it for multinational companies only. Sustainability practices are domiciled and practised across businesses in Nigeria. The companies were also studied based on reach and accessibility. This was important for ease of availability of information, and access to the required data and literature used for the research.

It is encouraging that companies operating in Nigeria are coming to terms with sustainability practices. However, there is still a divergence in understanding the sustainability architecture. For some of the Multinational Corporations, there is evidence that sustainability is embedded as a strategy within the corporate strategy. This could be because their operation is aligned with the global strategy of the corporation. While for some of the Nigerian owned corporations, though they have documented sustainability policies, these policies cannot be conclusively said to be embedded within their corporate strategy. A glaring example is treating sustainability as a responsibility of a few people in an organization, rather than ensuring it permeates across the entire value chain and promoting the understanding that would ensure it becomes the responsibility of all. Another issue, which cuts across both the multinational and Nigerian owned companies, is the practice of situating sustainability or CSR as a unit under corporate affairs or corporate communication department. One notable is that companies are embracing sustainability reporting. Another is the systemic collaboration amongst some of the companies in products and service offerings. This is evident in the collaboration between companies in the financial services sector and the telecommunication sector, in delivering innovative mobile financial services offerings for the underbanked, unbanked and the bottom of the pyramid. Due to the poor state of our social infrastructures, all the companies engage in community investment by providing social infrastructures for communities.

To address some of these gaps identified above, it is important for businesses to realise that sustainability can only be practised if it is embedded as a strategy within the business value chain. Having a sustainability policy document, though commendable as it is a good starting point. This, however, does not imply sustainability practice. Businesses should ensure that such policies are translated into action, with the design of effective internal communication guaranteeing feedback mechanism to ensure employees buy-in. This will enable sustainability to permeate within the organisation. Though it is recognised that sustainable business practices will help to enhance brand reputation, in principle, sustainability is not about public relations. Situating sustainability as a unit under corporate affairs or corporate communication department as the case may be could create an erroneous impression of sustainability as a public relations tool. It is therefore imperative that to prevent this erroneous identity, wrong interpretation and misalignment, sustainability should be driven at the corporate strategy level. This will ensure proper integration of sustainability as a strategic imperative for business and societal development.

One major limitation of this research is the inability to measure the impact the different implemented sustainability practices of the companies are having on the larger society. Another limitation is the inability to determine the effect of the policies on the companies so far. Therefore, it will be important for future studies to address these limitations. It is time, for businesses in Nigeria to understand that enlightened self-interest is required of them, to claim ownership of sustainability. Externalities and negative impacts are not only detrimental to society but to business existence. This is because businesses are not immune to the negative impacts they generate or to societal problems. What businesses should understand and accept is that sustainability is not a choice but a must.

Notes

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CONCLUSION

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About Lagos Business School



Lagos Business School (LBS) is the graduate business school of Pan-Atlantic University (formerly Pan-African University). LBS offers academic programmes, executive programmes and short courses (customised to specific company needs, as well as open-enrolment courses) in management education. Besides the quality bar set at world-standards, LBS programmes also stand out because of the emphasis on professional ethics and service to the community.

Education at LBS is comprehensive, drawing on the experiences of a multinational faculty and participants. Learning is participant-centred and uses the case study method and the group work approach. Activities hold on the school's purpose-built facilities whose lecture halls see more than 3,000 participants yearly from indigenous and multinational companies. LBS is a member of the Association of African Business Schools (AABS), the Global Business School Network (GBSN), the Principles for Responsible Management Education (PRME), AACSB International-The Association to Advance Collegiate Schools of Business and the Graduate Management Admission Council (GMAC), alongside 220 leading graduate business schools worldwide.

In recognition of the quality of Lagos Business School's programmes and of being structured in line with global best practices, it has received several international accreditations. LBS is the first business school in West, East and Central Africa regions to be accredited by The Association of MBAs (AMBA). This puts LBS amongst the exclusive group of only 2% of business schools in 70 countries to achieve this accreditation. The Association to Advance Collegiate Schools of Business (AACSB) has also accredited LBS, the first institution to be so recognised in all of West Africa. LBS thus joined the league of less than 5% of business schools globally, to be accredited by AACSB in December 2016. This accreditation affirms Lagos Business School's undeniable commitment, over the last 28 years, to world-class standards in teaching, learning, research, academic and professional management.

LBS is listed among the top 50 global business schools on The Economist magazine's 2018 Executive MBA ranking. The School has also been ranked every year, since 2007 by the Financial Times of London, among the top global providers of open enrolment executive education and in custom executive education since 2015. LBS is the only school in Africa to feature on CEO Magazine's global MBA rankings.

About LBS Sustainability Centre

Lagos Business School Sustainability Centre, Pan-Atlantic University, was launched in 2010. The centre is designed to refocus the relationship between business and its stakeholders by ensuring a consistent development of responsible business leaders, working with organisations on becoming positive change agents that incorporate sustainable practices in their operations, develop innovative products and services that transform their communities while at the same time generate economic value. The centre is committed to equipping decision-makers and managers with the relevant skills to design and implement responsible and sustainable business strategies.

The Centre brings together theory and practice on sustainability, builds leadership skills and supports constructive dialogue and collaboration between business, government, civil society and academics to find solutions to critical sustainability challenges. The Centre achieves its mission through conducting research that is academically rigorous and policy-relevant; delivering courses on sustainability management in Executive Education, MBA, and custom programmes; and hosting business action platforms to enable constructive dialogue and collaboration between business, government, civil society and academics to find solutions to critical sustainable development challenges in Nigeria.

The Centre's commitment to collaborative partnership has seen it engage with leading businesses and organisations in mainstreaming the sustainability agenda in Nigeria and Africa at large. LBS Sustainability Centre also supports organisations in the design, development, implementation and assessment of their sustainability strategy, initiatives and projects.

- Sustainable Strategy Development
- Socio-Economic Impact Measurement and Assessment
- Corporate Social Responsibility (CSR) Programme Design
- Sustainable Development Goals (SDGs) Initiative Implementation
- Sustainability Reporting

For more information, contact us
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The Sustainability Champion's Project

The project is an initiative of the Lagos Business School Sustainability Centre. The centre leads practitioner-focused research projects aimed at providing thought leadership and practical examples to inspire current and future business leaders in Africa. This project is also part of Lagos Business School's work to provide business insights through the African lens and contribute African narratives on sustainability and responsible business.

We embarked on the 'Africa Corporate Sustainability Champions' Project with the objective of identifying businesses operating in Africa that are integrating best practices in sustainability within their strategy and operations. One of the outputs of the project is this first casebook focused on companies operating in Nigeria. The casebook documents their sustainability outlook, activities and highlights the challenges faced by the companies. We also explore the views of their leaders on responsible business practices and how these organisations are contributing to societal change.

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