

ESG Capability Framework

Outliers Professionals — ESG & Sustainability Centre™

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This ESG Capability Framework forms part of the Outliers Professionals ESG & Sustainability Centre™ catalogue. It is designed for Nigerian and African enterprises seeking to embed environmental, social and governance discipline alongside global frameworks (GRI, ISSB / IFRS S1-S2, TCFD, SASB, CDP, UN SDGs) and local expectations (NGX Sustainability Disclosure Guidelines, FRC Nigeria, NCCG, CBN Sustainability Banking Principles).

Purpose

Provide a structured, board-ready instrument to operationalise 'ESG Capability Framework' across strategy, governance, operations and reporting. Establish a defensible audit trail aligned to global ESG frameworks and Nigerian regulatory expectations.

Who Should Use This

Board ESG/Sustainability committee, Chief Sustainability Officer, Head of ESG, Risk & Compliance, Internal Audit, Investor Relations, CFO and Finance teams (for assured disclosures), Procurement, HSE, HR and Operations leads.

When To Use

During annual ESG strategy refresh, materiality reassessment, disclosure cycle (quarterly / interim / annual), pre-issuance of sustainable finance instruments, regulator submissions, rating agency engagements, M&A; due diligence, or in response to a material ESG incident.

ESG & Sustainability Context

Aligns with double materiality (impact + financial), the ISSB IFRS S1 (general) and S2 (climate) baseline, GRI Universal & Topic Standards, TCFD's four pillars, NGX Sustainability Disclosure Guidelines, FRC Nigeria reporting expectations, CBN NSBP, and SDG targets relevant to the entity.

Step-by-Step Usage

1) Confirm scope (entity, value chain, time horizon). 2) Assemble cross-functional working group. 3) Gather inputs (policies, prior disclosures, peer benchmarks, stakeholder feedback). 4) Populate the working template using the provided structure. 5) Validate evidence and data lineage. 6) Route through management review. 7) Approve at ESG Committee / Board. 8) Publish, archive and schedule next review.

Governance & Approval Workflow

Drafter (subject-matter lead) → Reviewer (Head of ESG) → Assurance check (Internal Audit) → Management Sustainability Committee → ESG / Risk Committee of the Board → Board approval. Version control retained in the ESG document repository. Material changes trigger Board re-approval.

Controls & Assurance Considerations

Apply COSO-aligned controls around completeness, accuracy, cut-off and ownership of ESG data. Maintain source documents for at least 7 years. Tag KPIs with control owners, calculation methodology, source system and assurance status (none / limited / reasonable). Prepare for external assurance under ISAE 3000 / ISAE 3410.

Review Frequency

Annual full review; quarterly KPI refresh; ad-hoc review on regulatory change, material ESG incident, change in scope of reporting entity, or before issuing sustainability-linked finance.

Implementation Notes

Customise to sector materiality (financial services, energy, agriculture, manufacturing, telecoms, FMCG). Reference NGX/SEC, CBN, NUPRC, NESREA, NAFDAC, and state-level requirements as relevant. Where data gaps exist, disclose them transparently with a remediation plan and timeline.

Implementation Roadmap

Phase	Activities	Outputs	Owner	Timeline
Diagnose	Baseline assessment, peer benchmarking, gap analysis	Gap report	Head of ESG	Month 1-2
Design	Target setting, operating model design	Strategy paper	CSO + CFO	Month 3-4
Deploy	Policy approval, system update	Operational rollout	Functions	Month 5-8
Disclose	Data collection, KPI computation	Annual ESG report	Reporting	Month 9-11
Sustain	Continuous improvement, board review	Lessons learned	ESG Committee	Month 12+