

OUTLIERS ESG & SUSTAINABILITY CENTRE™

Sustainability Governance Charter

How sustainability is governed across the organisation

Board / Executive / CSO · Flagship Edition 2026

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1. Purpose

This charter sets out how sustainability is governed — from the board to management — so ESG strategy, risk and disclosure are owned, delivered and assured. It is a template; confirm against the organisation's governance framework.

2. Governance Structure

Layer	Role in sustainability governance
Board	Approves ESG strategy, ambition and risk appetite
ESG / Sustainability Committee	Oversees ESG strategy, performance and disclosure
CEO / Executive	Accountable for ESG delivery
Chief Sustainability Officer	Leads ESG strategy and the operating model
Functional owners	Own ESG topics (climate, social, data)
Internal audit / assurance	Provides assurance over ESG

3. Roles & Accountability (RACI summary)

Activity	Accountable	Responsible	Consulted
ESG strategy	Board	CSO	Executive
Climate & targets	ESG Committee	CSO	Operations
ESG disclosure	Board	CSO/CFO	Assurance
ESG risk	ESG Committee	CRO/CSO	Risk function

4. Policies & Integration

- ESG policy and supporting policies approved and current.
- ESG integrated into strategy, risk and planning.
- ESG embedded in decisions and (where relevant) incentives.
- ESG data governed and assured.

5. Reporting Cadence

Forum	Cadence	Focus
Board	[Quarterly]	Strategy, risk, disclosure
ESG Committee	[Quarterly]	Performance and oversight
Management ESG forum	[Monthly]	Delivery and data

Notes & Disclaimer

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