

OUTLIERS BOARD EXCELLENCE CENTRE™

# Annual Board Work Plan

The board's planned work across the year

Board / Chair / Company Secretary · Flagship Edition 2026

*Outliers Professionals Ltd — Board Excellence Centre Resource Library*

## 1. Purpose

This work plan maps the board's recurring and one-off agenda items across the year so that all responsibilities are discharged. Items and timing are editable.

## 2. Work Plan by Quarter (example)

| Quarter | Strategy & Performance | Risk & Controls       | Finance             | People & Governance  |
|---------|------------------------|-----------------------|---------------------|----------------------|
| Q1      | Strategy review        | Risk appetite review  | Budget approval     | Board evaluation     |
| Q2      | Performance review     | Principal-risk review | Annual report & AGM | Succession review    |
| Q3      | Strategy session       | Controls assurance    | Half-year results   | Director development |
| Q4      | Plan & budget          | Risk report           | Capital plan        | Remuneration review  |

## 3. Standing Items (every meeting)

- Chair's and CEO's reports
- Financial and performance update
- Risk and compliance update
- Committee reports
- Decisions and actions review

## 4. Ownership & Tracking

The company secretary maintains the work plan; the chair sets each agenda from it; delivery is tracked via the board action tracker.

### Notes & Disclaimer

*This resource is a professional board-effectiveness template, not legal, governance or investment advice. It is anchored to the Nigerian Code of Corporate Governance (NCCG 2018), FRCN, SEC Nigeria, CBN, NAICOM, CAMA, the OECD Principles of Corporate Governance, the IFC Corporate Governance Methodology, King IV, ISO 37000, the IoD Global Governance Principles and WEF board-governance publications — referenced by name only, with no copyrighted content reproduced and no legal provisions, regulatory requirements, statistics or case studies fabricated. Calibrate roles, criteria, thresholds and practices to your board and confirm requirements against the current instruments. Bracketed fields [like this] and sample entries are editable, illustrative placeholders.*