

OUTLIERS ESG & SUSTAINABILITY CENTRE™

Quarterly ESG Report

Quarterly ESG performance report to the board / ESG committee

Board / ESG Committee · Flagship Edition 2026

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Quarterly ESG Report — [Quarter / Year]

Prepared by: [CSO] · Date: [date] · Classification: Board Confidential

1. Executive Summary

[Overall ESG RAG and key messages on strategy, climate, environment, social, governance and disclosure.]

2. ESG Performance vs Target

Pillar	Metric	Current	Target	RAG
Environmental	Emissions (tCO2e)	[]	Reducing	Amber
Environmental	Renewable share	[]	40%	Red
Social	LTI rate	[]	≤0.5	Amber
Governance	Disclosure completeness	[]	100%	Amber

3. Climate & Net Zero

Item	Status	Commentary
Emissions trajectory	Amber	[vs pathway]
Transition plan progress	Amber	[% delivered]
Scope 3	Amber	[coverage]

4. Social & Governance

Item	Status	Commentary
Health & safety	Amber	[trend]
DEI	Amber	[progress]
Supplier ESG	Amber	[coverage]
Disclosure	Amber	[standards alignment]

5. ESG Risks & Actions

Risk / Issue	Rating	Owner	Action
[risk 1]	High	[owner]	[action]
[risk 2]	Medium	[owner]	[action]

6. Outlook & Decisions Sought

- [outlook]
- [decision 1]
- [decision 2]

Notes & Disclaimer

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