

Board ESG Oversight Checklist

Outliers Professionals — ESG & Sustainability Centre™

Edition: 2026 • Classification: Internal • Owner: CSO

This Board ESG Oversight Checklist 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 'Board ESG Oversight Checklist' 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.

Checklist

#	Control / Question	Owner	Evidence	Status	Notes
1	Item 1 — verify completeness of ESG data	Head of ESG	Policy / KPI / Report	Open1.	
2	Item 2 — verify completeness of ESG data	Head of ESG	Policy / KPI / Report	Open2.	
3	Item 3 — verify completeness of ESG data	Head of ESG	Policy / KPI / Report	Open3.	
4	Item 4 — verify completeness of ESG data	Head of ESG	Policy / KPI / Report	Open4.	
5	Item 5 — verify completeness of ESG data	Head of ESG	Policy / KPI / Report	Open5.	
6	Item 6 — verify completeness of ESG data	Head of ESG	Policy / KPI / Report	Open6.	
7	Item 7 — verify completeness of ESG data	Head of ESG	Policy / KPI / Report	Open7.	
8	Item 8 — verify completeness of ESG data	Head of ESG	Policy / KPI / Report	Open8.	
9	Item 9 — verify completeness of ESG data	Head of ESG	Policy / KPI / Report	Open9.	
10	Item 10 — verify completeness of ESG data	Head of ESG	Policy / KPI / Report	Open10.	
11	Item 11 — verify completeness of ESG data	Head of ESG	Policy / KPI / Report	Open11.	
12	Item 12 — verify completeness of ESG data	Head of ESG	Policy / KPI / Report	Open12.	
13	Item 13 — verify completeness of ESG data	Head of ESG	Policy / KPI / Report	Open13.	
14	Item 14 — verify completeness of ESG data	Head of ESG	Policy / KPI / Report	Open14.	
15	Item 15 — verify completeness of ESG data	Head of ESG	Policy / KPI / Report	Open15.	
16	Item 16 — verify completeness of ESG data	Head of ESG	Policy / KPI / Report	Open16.	
17	Item 17 — verify completeness of ESG data	Head of ESG	Policy / KPI / Report	Open17.	
18	Item 18 — verify completeness of ESG data	Head of ESG	Policy / KPI / Report	Open18.	
19	Item 19 — verify completeness of ESG data	Head of ESG	Policy / KPI / Report	Open19.	
20	Item 20 — verify completeness of ESG data	Head of ESG	Policy / KPI / Report	Open20.	