The A4S ESG Framework

An Integrated Framework for Environmental Stewardship, Social Responsibility, Governance, Stakeholder Engagement and Sustainability Reporting

A4S LIMITED

Five Standards. One Integrated Framework. Sustainable Value for All.

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A4S
Audit, Advisory, Assurance & Assessment Services
www.a4sonline.com

THE ESG INSTITUTE

www.the-esg-institute.org

MEMBERSHIP CERTIFICATE

THIS IS TO CERTIFY THAT

AUDIT, ADVISORY, ASSURANCE AND ASSESSMENT SERVICES LTD (A4S)

has been formally admitted as a **Corporate Member of The ESG Institute**, having met the criteria of The ESG Institute's membership framework.

This membership recognises the recipient's **commitment to sustainability** and confirms inclusion in our global community of sustainability organisations.

Corporate Members display their status and access membership privileges under The ESG Institute's terms and conditions.

17th August, 2026

Jaime Amoedo Lucas
Executive Director

Certificate Code
AA-LU52XWT36-01
Expiry 17th August, 2027

Joanne Thurlow
Executive Director

This certificate will be rendered invalid upon suspension, cancellation or revocation of membership.
Verify current status via the QR code.

Audit, Advisory, Assurance & Assessment Services
www.a4sonline.com

A4S ESG FRAMEWORK

Five Standards. One Integrated Framework. Sustainable Value for All.

An integrated approach to Environmental Stewardship, Social Responsibility, Ethical Governance and Transparent Sustainability Reporting.

OUR PURPOSE

Helping organizations in Nigeria and Africa embed ESG into strategy, operations and reporting for long-term value and impact.

THE 5 PILLARS

1 ENVIRONMENTAL MANAGEMENT SYSTEM ISO 14001
Manage environmental impacts, reduce risks and drive continual improvement in environmental performance.

2 SOCIAL RESPONSIBILITY ISO 26000
Create positive social impact, respect people, communities and human rights across the value chain.

3 GOVERNANCE OF ORGANIZATIONS ISO 37000
Strengthen governance, ethics, accountability and stakeholder trust at the highest level.

4 STAKEHOLDER ENGAGEMENT IWA 48
Engage stakeholders meaningfully, inclusive of their needs, expectations and impact on decisions.

5 SUSTAINABILITY DISCLOSURES IFRS S1 & S2
Disclose sustainability-related risks and opportunities that affect enterprise value, with climate focus and financial materiality.

INTEGRATED BENEFITS

- Stronger Risk Management
- Better Decision Making
- Improved Stakeholder Trust
- Operational Efficiency & Resilience
- Long-term Value Creation

ESG VALUE DRIVERS

- Protect the Planet
- Empower People & Communities
- Uphold Ethical Governance
- Engage Stakeholders Meaningfully
- Report with Transparency & Accountability

HOW THE STANDARDS WORK TOGETHER

1. **ISO 14001** provides the framework to identify and manage environmental impacts, risks and opportunities.
2. **ISO 26000** guides responsible business practices that create positive social impact and respect people and communities.
3. **ISO 37000** ensures the organization is governed with integrity, accountability, transparency and ethical leadership.
4. **IWA 48** ensures stakeholders are engaged meaningfully to inform strategy, decisions and performance.
5. **IFRS S1 & S2** translate material ESG matters into high-quality, decision-useful sustainability disclosures for investors and stakeholders.

ALIGNMENT WITH GLOBAL PRIORITIES

- SDGs
- Paris Agreement
- African Union Agenda 2063
- National Sustainability Goals

ESG INTEGRATION ACROSS THE ORGANIZATION

- Leadership & Governance
- Strategy & Risk Management
- Operations & Supply Chain
- People & Culture
- Compliance & Ethics
- Finance & Investment
- Stakeholder Engagement
- Reporting & Assurance

KEY OUTPUTS

- ESG Strategy & Policy
- Materiality Assessment
- ESG Risk & Opportunity Register
- ESG Management Plans & Targets
- Stakeholder Engagement Plan
- Sustainability Report (IFRS S1 & S2)
- Assurance & Continuous Improvement

SUSTAINABLE VALUE
For Generations to Come

OUR COMMITMENT

- We embed integrity in everything we do.
- We empower people and strengthen communities.
- We protect the environment for future generations.
- We deliver transparent and accountable reporting.
- We partner for a sustainable Africa.

A4S Limited – Your Partner in ESG Excellence and Sustainable Transformation.

Vision: To be the leading African brand in Audit and Advisory Services for ISO Standards and International Best Practice.	**Mission:** To add value to organizations and people with every interaction. **Values:** Competence, Leadership, Innovation, Professionalism and Excellence (CLIPE).

Business GRC Services (BGS)

1. Corporate Governance – ISO 37000
2. Enterprise Risk Management – ISO 31000
3. Compliance Management – ISO 37301
4. Audit Management – ISO 19011
5. Antibribery – ISO 37001
6. Whistleblowing – ISO 37002
7. Fraud Management – ISO 37003
8. Project Management – ISO 21502

IT GRC Services (ITGS)

1. IT Governance – ISO 38500 and COBIT 2019
2. IT Service Management with ISO 20000 and ITIL v4
3. Information Security with ISO 27001 and CIS Controls
4. Cybersecurity with ISO 27032 and NIST CSF 2.0
5. Business Continuity with ISO 22301 and DRII PPF
6. Data Privacy and Protection with ISO 29100 and ISO 27701
7. Cloud Security with ISO 27017 and CSA Security Guidance
8. Enterprise Architecture with ISO 42010 and TOGAF 10

Sustainability Services (SS)

1. SDG with ISO 53001 and ISO 53002 ****
2. SDG in Communities ISO 37101
3. CSR with ISO 26000
4. ESG with ISO Standard (IWA 48)
5. GRI Reporting
6. IFRS S1 and S2 Reporting

QHSEC Services

1. Quality Management with ISO 9001 and Lean Six Sigma
2. Health and safety Management with ISO 45001
3. Environmental Management with ISO 14001
4. Climate Adaptation with ISO 14090
5. Facility Management with ISO 41001
6. Asset Management with ISO 55001

Human Resources Services (HRS)

1. Employee Engagement – ISO 23326
2. Guidelines on Recruitment – ISO 30405
3. Guidelines on Human Governance – ISO 30408
4. Workforce Planning – ISO 30409
5. Learning and Development – ISO 30422
6. HR Management System – ISO 30201
7. HR Reporting with ISO 30414
8. HR DEI with ISO 30415

Artificial Intelligence Services (AIS)

1. AI Concepts and Terminologies – ISO 22989
2. Framework for AI using Machine Learning – ISO 23053
3. Data Quality for Analytics and ML – ISO 5259 (1–5)
4. Ethical and Societal Concerns – ISO 24368
5. Governance Implications – ISO 38507
6. Impact Assessment – ISO 42005
7. AI Management System – ISO 42001
8. AI Risk Management with NIST AI Risk Management Framework

A4S - Audit, Advisory, Assurance and Assessment Services: Top 100 Clients

1. 9psb
2. Abbey Mortgage Bank
3. Absa Bank Ghana Limited
4. Advancly Limited
5. Afex Commodities Limited
6. Africa Finance Corporation
7. Agricultural Development Bank
8. Apotica Company Limited
9. Appmart Technologies
10. AppZone Limited
11. ARB Apex Bank
12. Bank of Africa Ghana Ltd
13. Bank of Kigali Plc
14. Baobab Microfinance Bank
15. Beta Computers
16. Blue Penguin
17. Callphone Limited
18. Consolidated Bank Ghana (CBG)
19. Coralpay Technology Nigeria Ltd
20. Coronation Merchant Bank
21. Credit Registry
22. Defence Space Administration
23. Digital Credits Management Limited
24. Dojah
25. DotX Technologies
26. Ecobank Ghana Limited
27. Esentry Systems Limited
28. Etranzact Plc.
29. Eunomy Technologies Limited
30. Fidelity Bank Ghana
31. First City Monument Bank Limited
32. Focus Group Limited
33. FSDH Merchant Bank Limited
34. GCB Bank
35. Globus Bank
36. Greenwich Merchant Bank
37. Greenwich Registrars and Data Solutions Limited
38. Guaranty Trust Bank Ghana
39. GZ Industries Limited
40. H2 Solutions Africa Limited
41. Helium Health
42. Heritage Bank Plc
43. Hugo Technologies, Inc
44. Intelligent Card Production Limited (ICPS)
45. Jetstream
46. Jubilee Life Mortgage Bank
47. Keystone Bank Limited
48. Korapay Technologies
49. LAPO Microfinance Bank Limited
50. Lasaco
51. Leadway Pensure
52. Lotteries
53. Lotus Bank
54. Margins (MIDG)
55. MoMo Technologies Ltd
56. Mono Technologies
57. MTN Nigeria
58. Multigate Payment Limited
59. National Information Technology Agency
60. nFortics Ghana Limited
61. Nigeria Deposit Insurance Corporation (NDIC)
62. Nigeria Inter-Bank Settlement System
63. Nomba
64. NPF Microfinance Bank
65. Okra Technologies Limited
66. OmniBSIC Bank
67. Onix Dc
68. Orange Tech Limited
69. Ostec Limited
70. Parallex Bank
71. Parkway Projects Limited
72. Paystack Inc
73. Providus Bank
74. Resident Fintech Limited
75. Rexel Limited (Leatherback)
76. Rock Africa Limited
77. Roqqu Limited
78. Seamless HR
79. Seplat Energy
80. Spout Payment Solutions Internation Limited
81. Terragon Group
82. TestD Inc
83. Titan Trust Bank
84. uLesson Education Limited
85. Uniswitch
86. Unity Bank
87. Universal Merchant Bank
88. Vatebra Limited
89. Venture Garden Group
90. Venture Garden Nigeria Limited (Vigipay)
91. Virtual Security Africa Limited
92. Wigal Solutions LTD
93. Cybercloud Platform Limited
94. UBA (20 Countries)
95. Access Bank
96. HydrogenPay
97. CyberPay
98. United Capital
99. Flutterwave
100. Union Bank

Executive Summary

ESG considerations have moved from the margins of corporate responsibility into the centre of strategy, governance, risk management and organisational performance. Yet many organisations still approach ESG as a collection of disconnected initiatives — environmental programmes managed separately from social responsibility, governance sitting elsewhere, and reporting undertaken as an annual compliance exercise.

The result: fragmented ownership, duplicated activities, inconsistent data and ESG reports insufficiently connected to how the organisation actually operates.

> «ESG should not merely be reported. It should be governed, managed, measured, demonstrated and continuously improved.»

The A4S Response: Five Integrated Standards

The A4S ESG Framework addresses fragmentation through an integrated approach built around five internationally recognised standards:

ISO 14001

Environmental Management

ISO 26000

Social Responsibility

ISO 37000

Governance of Organisations

IWA 48

Stakeholder Engagement

IFRS S1 & S2

Sustainability Disclosure

Together, they connect ESG strategy with operational management and credible sustainability disclosure — moving organisations from ESG intentions to ESG systems, from systems to measurable performance, and from performance to transparent reporting.

The ESG Challenge

Rising Expectations

Regulators, investors, customers, employees, communities, lenders and society increasingly scrutinise environmental and social impacts and the quality of governance.

Six Fundamental Questions

1. What environmental and social impacts do we create?
2. What sustainability-related risks and opportunities affect us?
3. Who is accountable for governing them?
4. Which stakeholders are affected and how are they engaged?
5. How do we manage and improve ESG performance?
6. How do we provide credible evidence and disclosures?

The challenge is not simply to establish an ESG department — it is to **embed ESG into the governance and operating architecture** of the organisation. The A4S ESG Framework brings these six questions together.

Pillar 1: Environmental Management — ISO 14001

ISO 14001 provides the environmental management foundation of the framework. Organisations require more than environmental commitments — they need structured processes for identifying aspects, understanding impacts, addressing risks and improving performance.

- Policy & Objectives
- Aspects & Impacts
- Compliance Obligations
- Resource & Energy
- Waste & Pollution
- Continual Improvement

This converts the "E" of ESG from aspiration into a managed system.

Pillar 2: Social Responsibility — ISO 26000

Environmental sustainability alone does not make an organisation sustainable. ISO 26000 provides guidance for embedding social responsibility into organisational behaviour, encouraging organisations to examine not simply whether activities are profitable, but how they affect people and society.

Human Rights & Labour

Responsible employment practices, fair operating conditions and respect for human rights throughout the value chain.

Community & Development

Community involvement, social development and responsible behaviour toward consumers and society.

Legitimacy & Trust

Responsible behaviour that strengthens legitimacy, trust and long-term stakeholder relationships.

Pillar 3: Governance of Organisations — ISO 37000

ESG ultimately succeeds or fails through governance. ISO 37000 provides the governance foundation, strengthening purpose, strategy, oversight, accountability, ethical leadership and organisational resilience.

1

Board Oversight

Boards provide direction and oversight of ESG as an enterprise governance responsibility.

2

Management Accountability

Executive management establishes accountability across business functions.

3

Assurance & Improvement

Internal assurance evaluates effectiveness; performance information returns to leadership.

Governance is the mechanism through which environmental and social commitments become organisational accountability.

Pillar 4: Stakeholder Engagement — IWA 48

Organisations cannot meaningfully determine sustainability priorities without understanding those affected by their activities. IWA 48 strengthens the stakeholder dimension, moving beyond occasional surveys and corporate communications.

Stakeholders become **participants in the sustainability process** rather than merely recipients of sustainability reports.

Systematic Engagement

- Identify relevant stakeholders
- Understand needs and expectations
- Determine material concerns
- Establish engagement mechanisms
- Incorporate perspectives into decisions
- Communicate organisational responses
- Monitor relationships and improve

Pillar 5: Sustainability Disclosure — IFRS S1 & S2

The fifth pillar converts ESG governance, risks, opportunities and performance into decision-useful sustainability-related financial information. IFRS S1 addresses general sustainability-related financial disclosures; IFRS S2 specifically addresses climate-related risks and opportunities.

1

Governance

Board and management oversight of sustainability matters

2

Strategy

Risks and opportunities affecting the organisation's prospects

3

Risk Management

Processes for identifying and managing sustainability risks

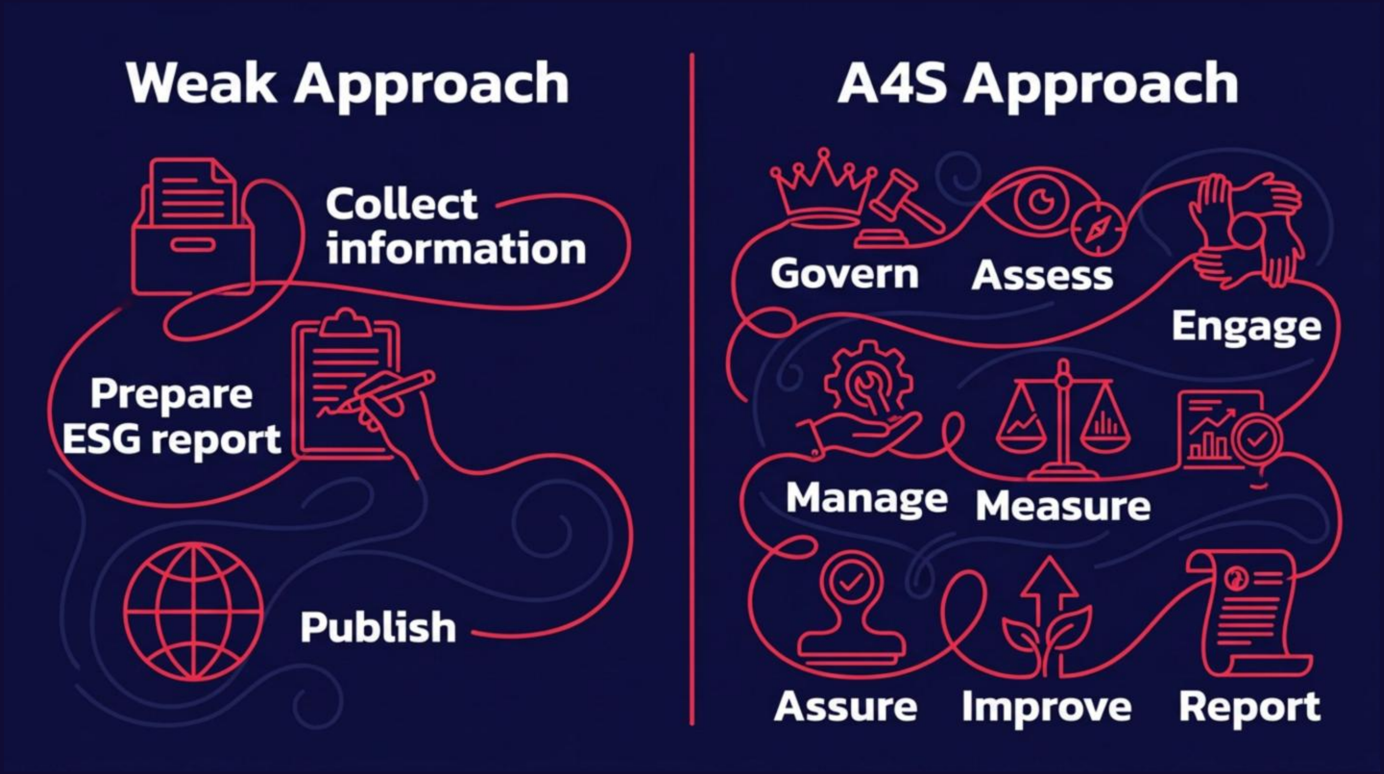
4

Metrics & Targets

Performance data and targets for material matters

Reporting becomes an **output of the management system** — not a starting point for locating supporting information.

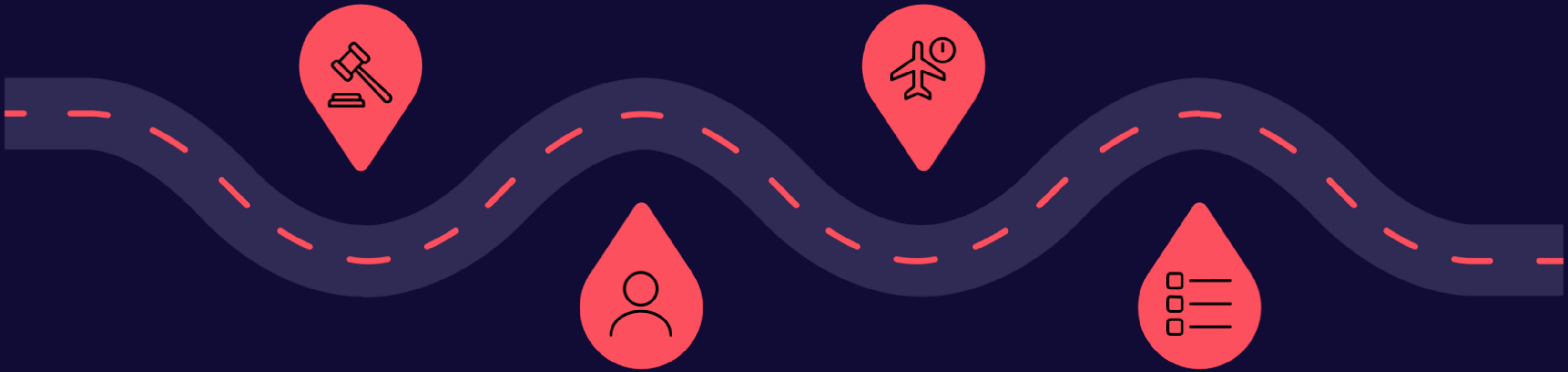
Two Approaches to ESG Reporting



The A4S approach creates stronger evidence, accountability and traceability. The second approach is not simply better reporting — it is fundamentally better management.

How the Five Components Work Together

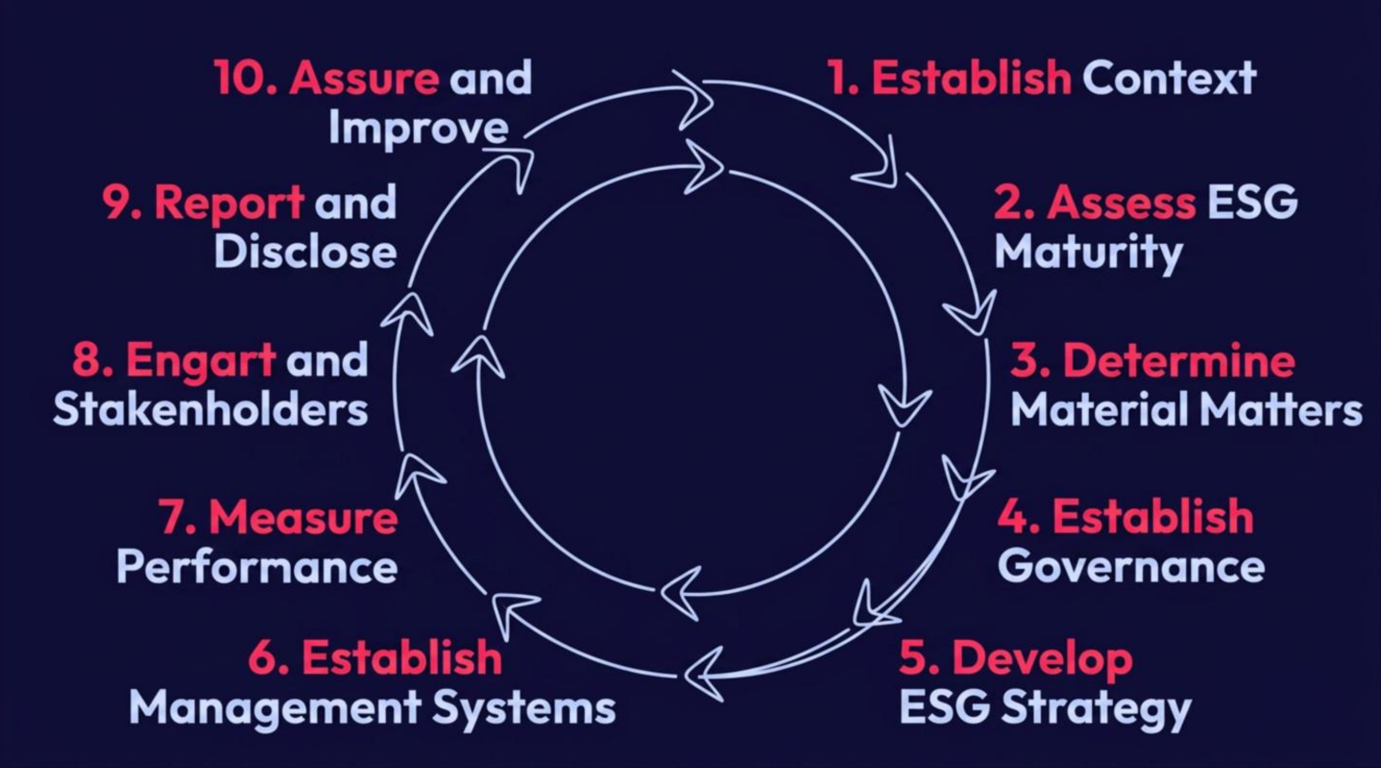
The power of the framework lies not in the individual standards but in their integration. Together they establish a logical ESG chain:



The framework connects what an organisation believes, what it governs, what it does, what it measures, and what it ultimately reports — creating coherence across all ESG dimensions.

The A4S ESG Management Lifecycle

Implementation follows a structured ten-phase lifecycle rather than a collection of independent ESG projects, ensuring ESG becomes a continuous management discipline rather than an annual reporting project.



Integration with Enterprise Management

The A4S ESG Framework should not create a parallel organisation. ESG responsibilities integrate into existing functions:

Board & Leadership

Oversight, direction and accountability

Strategy & ERM

Sustainability risks in planning

Operations & Supply Chain

Environmental and social impacts

Finance

Sustainability-financial linkage

Internal Audit

Independent evaluation of controls

Technology & Data

Reliable ESG information infrastructure

ESG Data & Evidence Architecture

Credible ESG requires credible evidence. Every material ESG metric should have a defined data owner, source, methodology, calculation method, reporting frequency, target, evidence repository and assurance mechanism.

Source

Owner

Collection

Validation

IFRS S1 requires disclosure of material sustainability-related risks and opportunities affecting an entity's prospects. ESG data governance should therefore increasingly approach the discipline traditionally associated with **financial information**.

Key Outputs of the A4S ESG Framework

Implementation generates tangible organisational outputs — evidence that ESG has progressed from commitment to implementation.

- → ESG Policy & Strategy
- → ESG Governance Framework
- → Materiality Assessment
- → Stakeholder Register & Engagement Plan
- → Environmental Aspects & Impacts Register
- → ESG Risk & Opportunity Register
- → ESG KPI & Metrics Catalogue
- → ESG Data Governance Framework
- → Climate-Related Analysis
- → ESG Performance Dashboard
- → IFRS S1 & S2 Reporting Architecture
- → Internal Audit & Assurance Programme

Business Value

Stronger Governance & Risk Management

Clear accountability, better Board oversight and earlier identification of environmental, social, climate and stakeholder risks.

Improved Access to Capital

Better-quality sustainability information strengthens communication with investors, lenders and other providers of capital.

Organisational Resilience

Sustainability risks embedded in strategic planning, scenario analysis and enterprise risk management.

Credible Reporting

Management systems and controlled ESG data provide stronger foundations for sustainability disclosure and assurance.

From ESG Reporting to ESG Management

One of the most important principles of the A4S ESG Framework: **reporting should be the consequence of good management**. Each standard plays a distinct role in building that underlying capability.

ISO 37000

Establishes governance and accountability

ISO 14001

Establishes environmental management discipline

ISO 26000

Strengthens responsible organisational behaviour

IWA 48

Strengthens systematic stakeholder engagement

IFRS S1 & S2

Translates material sustainability information into structured disclosure

GOVERN IT → MANAGE IT → ENGAGE ON IT → MEASURE IT → REPORT IT → IMPROVE IT

A Maturity Model for Implementation

Organisations can use the framework to measure and progressively increase their ESG maturity. The objective is not simply to produce an ESG report — it is to advance through each level.

Level 1 – Reactive

Fragmented, largely compliance-driven ESG activities

Level 2 – Developing

Policies and responsibilities exist; integration and measurement limited

Level 3 – Defined

Governance, processes, controls and ESG metrics formally established

Level 4 – Integrated

ESG embedded into strategy, ERM, operations and performance management

Level 5 – Optimised

ESG influences strategy and capital allocation; mature assurance and continual improvement

The A4S ESG Proposition

The A4S ESG Framework provides a practical bridge between international standards and organisational reality. Its distinguishing strength is integration.

Environmental management without governance is insufficient.

Social responsibility without stakeholder engagement becomes disconnected from actual expectations.

Governance without measurable sustainability performance produces limited evidence.

Sustainability reporting without effective management systems risks becoming a disclosure exercise.

Together, the five components create an integrated pathway: **Purpose → Governance → Action → Performance → Disclosure → Sustainable Value.**

Conclusion: Sustainable Value for All

The future of ESG will not be determined by who publishes the longest sustainability report. It will be determined by organisations that can demonstrate sustainability is embedded in governance, strategy, risk management, operations, stakeholder relationships and decision-making.

> The ultimate ambition extends beyond compliance — it is to help organisations become better governed, environmentally responsible, socially conscious, stakeholder-responsive, transparent, resilient and capable of creating sustainable long-term value.

- Govern Better
- Operate Responsibly
- Engage Meaningfully
- Report Transparently
- Create Sustainable Value

PECB

Professional Evaluation and Certification Board

hereby attests that

Olumide Odejide

is awarded the title

PECB Certified ISO 14001 Lead Auditor

having met all the certification requirements, including all examination requirements, professional experience and adoption of the PECB Code of Ethics

Certificate Number: EMLA1005528-2023-10
Certified since: 2015-09-18
Issue Date: 2023-10-17
This certificate is valid for three years

Carolina Cabezas
Chief Compliance Officer

PECB

BEYOND RECOGNITION

Professional Evaluation and Certification Board

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PECB Certified ISO 26000 Lead Manager

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Certificate Number: SRLM1005528-2024-11
Issue Date: 2024-11-20
This certificate is valid for three years

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Chief Compliance Officer

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Professional Evaluation and Certification Board

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PECB Certified ISO 37000 Lead Corporate Governance Manager

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Certificate Number: CGLM1005528-2025-04
Issue Date: 2025-04-02
This certificate is valid for three years

Carolina Cabezas
Chief Compliance Officer

PECB

Professional Evaluation and Certification Board

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PECB Certified ISO 45001 Lead Auditor

having met all the certification requirements, including all examination requirements, professional experience and adoption of the PECB Code of Ethics

Certificate Number: OHS-LA1005528-2022-04
Issue Date: 2022-04-06
This certificate is valid for three years

Carolina Cabezas
Chief Compliance Officer

THE ESG INSTITUTE

AWARDS

Olumide Odejide

THIS

CERTIFICATE IN ESG REPORTING

in recognition of the successful completion of the Certificate in ESG Reporting programme and examination at The ESG Institute.

Jaime Amoedo Lucas
Executive Director

THE ESG INSTITUTE
ESG-R
CERTIFICATE

Joanne Thurlow
Executive Director

the-esg-institute.org

17 April 2026 - Code y1t8sklg

MSECB

Management Systems Evaluation Certification Body Inc.

hereby attests that

Olumide Odejide

is awarded the title

MSECB Certified Management Systems Auditor

for the following standards

ISO 9001:2015; ISO 45001:2018; ISO/IEC 27001:2022; ISO/IEC 27701:2019; ISO/IEC 20000-1:2018; ISO 22301:2019

having met all the certification requirements, professional experience and adoption of the MSECB Code of Ethics

Certificate Number: MSA0063-2
Certified since: 2016-12-01
Issue Date: 2023-03-15
Expiration Date: 2026-06-24

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Business Development Executive

Larry Osei Ansong
Managing Partner, A4S Ghana


TNV

CERTIFICATE OF REGISTRATION

This is to certify that the Quality Management System of

Audit, Advisory, Assurance and Assessment Services (A4S) Limited

No. 2 Bamishile Street, off Allen Avenue, Ikeja, Lagos, Nigeria

has been assessed and registered by TNV as conforming to the requirements of:

ISO 9001 : 2015

For the following Scope

Provision of audit and advisory services to our clients including all internal business processes (strategy management, audit and advisory management, business development, finance, human resources and operations)

"IAF Group-35"

TNV is accredited by International Accreditation Services (IAS), Status of Certificate can be verified on www.tnvgroup.org & www.iafcertsearch.org

Certificate Number :	230330013401
Initial Issue Date:	30th Mar. 2023
Current Issue Date:	30th Mar. 2023
Valid Until:	29th Mar. 2026
1st Surveillance Date:	30th Feb. 2024
2nd Surveillance Date:	30th Feb. 2025
Revision:	00

IAS ACCREDITED Management Systems Certification Body MSCB 154

MEMBER OF MULTILATERAL RECOGNITION ARRANGEMENT IAF

Pragyesh Singh
CEO
TNV System Certification P Ltd.
(CIN : U74999UP2017PTC093178)

MANAGEMENT SYSTEM CERTIFICATE

Regd. Off: TNV House, 537-B/187-B, Amber Vihar, Lucknow-20 UP, Mail: info@tnvgroup.org

Terms and Conditions:

1. Validity of this certificate is subject to the organization maintaining its system in accordance with respective Management System Standards along with TNV's requirements.
2. This certificate remains the property of TNV System Certification P Ltd., to whom it must be returned upon request.
3. Use of Logo must be in accordance with the requirement of the TNV and Accreditation board (if any) failure to meet the requirement shall be held liable for action.
4. This certificate is not final evidence of certification status, status must be verified with current status as given in TNV's official website i.e. www.tnvgroup.org or write to tnvceo@gmail.com or info@tnvgroup.org

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