

**SLS ISO 37000: 2022**  
**(ISO 37000:2021)**  
**UDC 376**

**GOVERNANCE OF ORGANIZATIONS –  
GUIDANCE**

**SRI LANKA STANDARDS INSTITUTION**

**Sri Lanka Standard**  
**GOVERNANCE OF ORGANIZATIONS – GUIDANCE**

**SLS ISO 37000: 2022**  
**(ISO 37000:2021)**

**Gr. R**

*Copyright Reserved*  
**SRI LANKA STANDARDS INSTITUTION**  
**17, Victoria Place**  
**Elvitigala Mawatha**  
**Colombo - 08**  
**Sri Lanka.**

**Sri Lanka Standard**  
**GOVERNANCE OF ORGANIZATIONS – GUIDANCE**

**NATIONAL FOREWORD**

This Sri Lanka Standard was approved and was authorized for adoption and publication as a Sri Lanka Standard by the Council of the Sri Lanka Standards Institution on 2022-03-24.

This Sri Lanka standard is identical with ISO 37000 Governance of organizations – Guidance.

The text of the International Standard has been accepted as suitable for publication without deviation, as a Sri Lanka Standard. However certain terminology and conventions are not identical with those used in Sri Lanka Standards. Attention is therefore drawn to the following:

- a) Wherever the words “International Standard” appear referring to this standard they should be interpreted as “Sri Lanka Standard”.
- b) Whenever page numbers are quoted, they are ISO page numbers.

**CROSS REFERENCES**

There are no normative references in this document.

INTERNATIONAL  
STANDARD

**ISO**  
**37000**

First edition  
2021-09

---

---

**Governance of organizations —  
Guidance**

*Gouvernance des organismes — Recommandations*



Reference number  
ISO 37000:2021(E)

# Contents

Page

<b>Foreword</b> .....	<b>v</b>
<b>Introduction</b> .....	<b>vi</b>
<b>1 Scope</b> .....	<b>1</b>
<b>2 Normative references</b> .....	<b>1</b>
<b>3 Terms and definitions</b> .....	<b>1</b>
3.1 Governance and organization.....	1
3.2 Principles and outcomes.....	3
3.3 Roles.....	5
<b>4 The governance of organizations</b> .....	<b>6</b>
4.1 General.....	6
4.2 Integrated governance.....	7
4.2.1 General.....	7
4.2.2 Governance and delegation.....	7
4.2.3 Governance and management.....	8
4.2.4 Governance and sustainability.....	8
4.2.5 Governance and stakeholders.....	8
4.3 The governing body.....	8
4.3.1 Composition and structure.....	8
4.3.2 Competence.....	9
<b>5 Overview</b> .....	<b>9</b>
<b>6 Principles of governance</b> .....	<b>13</b>
6.1 Purpose.....	13
6.1.1 Principle.....	13
6.1.2 Rationale.....	13
6.1.3 Key aspects of practice.....	13
6.2 Value generation.....	15
6.2.1 Principle.....	15
6.2.2 Rationale.....	15
6.2.3 Key aspects of practice.....	15
6.3 Strategy.....	17
6.3.1 Principle.....	17
6.3.2 Rationale.....	17
6.3.3 Key aspects of practice.....	17
6.4 Oversight.....	19
6.4.1 Principle.....	19
6.4.2 Rationale.....	20
6.4.3 Key aspects of practice.....	20
6.5 Accountability.....	22
6.5.1 Principle.....	22
6.5.2 Rationale.....	22
6.5.3 Key aspects of practice.....	22
6.6 Stakeholder engagement.....	24
6.6.1 Principle.....	24
6.6.2 Rationale.....	24
6.6.3 Key aspects of practice.....	24
6.7 Leadership.....	25
6.7.1 Principle.....	25
6.7.2 Rationale.....	25
6.7.3 Key aspects of practice.....	25
6.8 Data and decisions.....	28
6.8.1 Principle.....	28
6.8.2 Rationale.....	28

6.8.3	Key aspects of practice .....	28
6.9	Risk governance.....	30
6.9.1	Principle.....	30
6.9.2	Rationale.....	30
6.9.3	Key aspects of practice .....	31
6.10	Social responsibility.....	33
6.10.1	Principle.....	33
6.10.2	Rationale.....	33
6.10.3	Key aspects of practice .....	33
6.11	Viability and performance over time.....	34
6.11.1	Principle.....	34
6.11.2	Rationale.....	34
6.11.3	Key aspects of practice .....	34
<b>Bibliography.....</b>		<b>36</b>

## Foreword

ISO (the International Organization for Standardization) is a worldwide federation of national standards bodies (ISO member bodies). The work of preparing International Standards is normally carried out through ISO technical committees. Each member body interested in a subject for which a technical committee has been established has the right to be represented on that committee. International organizations, governmental and non-governmental, in liaison with ISO, also take part in the work. ISO collaborates closely with the International Electrotechnical Commission (IEC) on all matters of electrotechnical standardization.

The procedures used to develop this document and those intended for its further maintenance are described in the ISO/IEC Directives, Part 1. In particular, the different approval criteria needed for the different types of ISO documents should be noted. This document was drafted in accordance with the editorial rules of the ISO/IEC Directives, Part 2 (see [www.iso.org/directives](http://www.iso.org/directives)).

Attention is drawn to the possibility that some of the elements of this document may be the subject of patent rights. ISO shall not be held responsible for identifying any or all such patent rights. Details of any patent rights identified during the development of the document will be in the Introduction and/or on the ISO list of patent declarations received (see [www.iso.org/patents](http://www.iso.org/patents)).

Any trade name used in this document is information given for the convenience of users and does not constitute an endorsement.

For an explanation of the voluntary nature of standards, the meaning of ISO specific terms and expressions related to conformity assessment, as well as information about ISO's adherence to the World Trade Organization (WTO) principles in the Technical Barriers to Trade (TBT), see [www.iso.org/iso/foreword.html](http://www.iso.org/iso/foreword.html).

This document was prepared by Technical Committee ISO/TC 309, *Governance of organizations*.

Any feedback or questions on this document should be directed to the user's national standards body. A complete listing of these bodies can be found at [www.iso.org/members.html](http://www.iso.org/members.html).