



# ISO/TC309 STRATEGIC PLAN

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## 1 EXECUTIVE SUMMARY

The foremost aim of international standardization is to facilitate the exchange of goods and services through the elimination of technical barriers to trade. ISO/TC309 Governance of organizations, is responsible for standardization in the field of governance relating to aspects of direction, oversight, including internal control systems, and accountability of organizations, to achieve a sustainable future in all areas of global trade, inclusive and equitable growth, innovation, health and safety.

The scope of the Committee is that “**ISO/TC309 is responsible for standardization in the field of governance relating to aspects of direction, oversight and accountability of organizations**”.

TC309 developed ISO 37000:2021 *Governance of organizations - Guidance* which provides the foundation of the TC309’s work. The standard provides terminological clarity, consistency, and requisite differentiation across an integrated organizational governance framework. This would facilitate strengthening of culture, resilience, and value generation to advance the achievement of purpose and sustainable development.

TC309 has also developed a range of standards that offer the necessary guidance to develop robust governance frameworks that are able to fulfil their purpose in an effective and efficient manner: ISO 37001:2016 *Anti-bribery management systems – Requirements with guidance for use*, ISO 37002:2021 *Whistleblowing Management Systems – Guidelines*, and ISO 37301:2021 *Compliance Management Systems – Requirements with guidance for use*.

TC309 operates in an environment that increasingly frames its expectations towards organizations through three thematic clusters: ESG (Environmental, Social and Governance indicators), GRC (Governance, Risk and Compliance) efforts, and SDGs (Sustainable Development Goals). TC309 is currently developing deliverables that would help organizations to engage with the integration and evolution of ESG disclosure regulations. At the same time, TC309 seeks to deepen its work with GRC.

The ISO London Declaration explicitly commits the work of ISO to sustainable development, and pledges to make ‘the most vulnerable to climate change’ inclusive in how it works and what it does. TC309 contributes through its own work and internal liaisons to all SDGs, and substantially to SDGs 3, 8, 9, 10, 11, 12 and 16. The exception is SDG17, for which TC309 aims to develop a contribution in the future. The external liaisons of TC309 are a diverse group of stakeholders with substantial attention for developing country inclusivity.

This Strategic Business Plan (“SBP”) provides the high-level roadmap for the creation of deliverables that support **the purpose of ISO/TC 309, which is to generate consensus on governance that enables sustainable development**.

TC309 will prioritize work to develop standardization on three themes:

- 1) **integrated governance**, its relation to the governance of all organizational forms, including corporate governance, and its relation to codes and regulation;
- 2) **purpose driven organizations**, beyond only internal benefits and to also include an organization’s resilience and viability over time; and
- 3) various **compliance, risk, and assurance domains and their links with ESG**.

## 2 INTRODUCTION

### 2.1 ISO technical committees and business planning

The extension of formal business planning to ISO Technical Committees (ISO/TCs) is an important measure which forms part of a major review of business. The aim is to align the ISO work programme with expressed business environment needs and trends and to allow ISO/TCs to prioritize among different projects, to identify the benefits expected from the availability of International Standards, and to ensure adequate resources for projects throughout their development.

### 2.2 International standardization and the role of ISO

The foremost aim of international standardization is to facilitate the exchange of goods and services through the elimination of technical barriers to trade.

Three bodies are responsible for the planning, development and adoption of International Standards: [ISO](#) (International Organization for Standardization) is responsible for all sectors excluding Electrotechnical, which is the responsibility of [IEC](#) (International Electrotechnical Committee), and most of the Telecommunications Technologies, which are largely the responsibility of [ITU](#) (International Telecommunication Union).

ISO is a legal association, the members of which are the National Standards Bodies (NSBs) of some 162 countries (organizations representing social and economic interests at the international level), supported by a Central Secretariat based in Geneva, Switzerland.

The principal deliverable of ISO is the [International Standard](#).

An International Standard embodies the essential principles of global openness and transparency, consensus and technical coherence. These are safeguarded through its development in an ISO Technical Committee (ISO/TC), representative of all interested parties, supported by a public comment phase (the ISO Technical Enquiry). ISO and its [Technical Committees](#) are also able to offer the ISO Technical Specification (ISO/TS), the ISO Public Available Specification (ISO/PAS) and the ISO Technical Report (ISO/TR) as solutions to market needs. These ISO products represent lower levels of consensus and have therefore not the same status as an International Standard.

ISO offers also the International Workshop Agreement (IWA) as a deliverable which aims to bridge the gap between the activities of consortia and the formal process of standardization represented by ISO and its national members. An important distinction is that the IWA is developed by ISO workshops and fora, comprising only participants with direct interest, and so it is not accorded the status of an International Standard.

### 3 BUSINESS ENVIRONMENT OF ISO/TC309

#### 3.1 Description of the Business Environment

The following political, economic, technical, regulatory, legal and social dynamics describe the business environment of the industry sector, products, materials, services, disciplines or practices related to the scope of this ISO/TC, and these may significantly influence how the relevant standards development processes are conducted and the content of the resulting standards.

#### 3.2 The world has agreed on principles of good organizational governance

The scope of the Committee is that “ISO/TC 309 is responsible for standardization in the field of governance relating to aspects of direction, oversight and accountability of organizations”.

**The “Cadbury Code”, published 30 years ago, is widely considered to have been first Corporate Governance code** (Committee on Financial Aspects of Corporate Governance and Gee, 1992). As of 1 July 2023, the database of the European Corporate Governance Institute lists more than 200 codes (ECGI). Those codes are issued by many different types of organizations for different sectors and apply to different sectors, usually listed companies, and to different countries.

**Subsequently published the first OECD Corporate Governance Principles aimed a policy makers in 1999.** The OECD Principles were update the last time in 2015, when they were also adopted by policy makers of the G20 (OECD, 2015). The G20/OECD principles became the de facto global consensus and standard pertaining to policy makers with respect to listed companies and capital markets.

**Amongst National Standard Bodies (NSBs) only Standards Australia and the BSI of the UK had published national standards pertaining to the governance of organizations** (Australia, 2004; BSI, 2013). Amongst the Corporate Governance Codes, the code developed by the King Commission under by the South African Directors Institute was the only code that sought to be applicable to any type of organization.

**TC309 Governance of Organizations was established in 2016 in order to establish for the first time an international consensus on the principles of good organizational governance at the international level, in an inclusive, transparent manner and applicable to all types of organizations, all countries, and all sectors.** In 2021 TC309 published “ISO 37000 *Governance of organizations – Guidance*” as a foundational standard that will be normative to much of the work of this and other committees that address aspects of organizational governance. Effective organizational governance frameworks at the organizational level also include compliance, and other functions located within the operational realm of the organization. This is why the work of TC309 includes both management system standards as well standards pertaining to the work of governing bodies (see also Table 1 and Table 2).

**International Standards in the field of organizational governance do not compete with national and sector specific corporate governance codes.** Instead, as Figure 1 illustrates, the general positioning of TC309 outputs as external voluntary regulations that can be used by organizations to inform internal voluntary regulations and enable to the organization to conform with external mandatory regulation and national or supra-national laws through the application of consensus / generally agreed good practice.

Figure 1: Hierarchy of laws, guidelines and other acts impacting governance of organizations



Over the past five years TC309 published a number of different documents and more are under development (see Table 10 below).

**These outputs positively support an organization to achieve its strategic objectives, looking beyond the costs of compliance and operations, to include the process(es) of governing, so as to achieve the full purpose and value of organizations.** These standard(s) align with and build upon existing initiatives, thereby reducing risk and increasing trust through the creation of guidance and management systems that facilitates optimum performance with respect to the direction, oversight, and accountability of organizations.

**The identified needs that led to the establishment of TC309 continue to be valid.** The global context within which organizations are operating continues to be characterized by profound changes in the type and needs of organizations, set against a backdrop of societal change affecting public expectations and rapidly developing technology.

**Changing organizational types:**

- such as state-owned enterprises, virtual organizations and hybrid organizations;
- increasingly operating in a transnational environment, challenging the effectiveness of unitary approaches;
- with greater interdependency (supply networks, skills requirements, etc).

**Changing organizational needs:**

- including organizational purpose, stakeholder assumptions and expectations, and organizational reach;
- leading to an increasing need for effective direction and control by, and accountability of, organizational leadership;

**Societal changes including:**

- reduced public trust in organizations and their ability to understand and respond to societal change;
- increasingly flexible workplace practices;
- increased interest of civil society;
- increasing levels of stakeholder activism;
- changing safety and security challenges.

**Changing public expectations of organizations:**

- demanding greater transparency, integrity and accountability;
- expecting more engagement and responsiveness;
- demanding higher levels of ethical behavior and conduct;
- demanding the delivery of long term value in a positive way.

**Changing employee expectations of organizations:**

- transparency with respect to the decision-making process
- trust between the employee and the organization

**Technological change including:**

- Increasing automation.
- Increasing use and impact of social and user-controlled media.

**Since the establishment of TC309, the context of the committee’s work has evolved in a number of important ways.** These aspects pertain to changes in organizational governance related regulation, policy, sustainable development challenges (including climate crisis, biodiversity loss, pollution, inequality, etc), the domains pertaining to aspects of organizational governance frameworks and the constitution and work of the TC309 itself.

### **3.3 Changes in Governance-Related Regulation – esp. “ESG”**

**Environmental, Social, and Governance (ESG) risks and opportunities are now widely considered to have a financially material effects on organizations.** The term ESG was first introduced by the UNEP FI programme in 2004 with the aim of providing institutional investors with the information to take ESG factors systematically into account in the investment decisions. After a proliferation of ESG reporting and assessment frameworks, the world has now entered a phase characterised by consolidation, mandatory disclosure requirements in machine readable formats, and requirements to audit the disclosed and reported information. The growth of ESG disclosure requirements is set to increase over the short to medium term.

**TC309 enables organizations to develop integrated governance frameworks and practices through which they are able to disclose good governance (G) practices that include the governance of environmental (E) and social (S) dimensions.**

**Organizational governance increasingly involves governing, making use of, and communicating large amounts of data and information.** Investors, regulators, and other stakeholders are demanding an increasing amount of information, much of it related to ESG dimensions. Collecting more information increases compliance risks but, when managed well, lead to also better decision making, including at the governance level. Much of this data is expected to be collected throughout the organization and its entire value chain which requires new ways of organizing, controlling, auditing, and using information.

**ESG disclosure frameworks are consolidating towards global standardization, their mandatory use is proliferating and external audits are becoming increasingly common.** The International Sustainability Standards Board (ISSB), the European Financial Reporting Advisory Group (EFRAG) that is developing standards for the European Sustainability Reporting Standards (ESRS), the US Securities, Exchange Commission (SEC), the Taskforce on Nature-related Financial Disclosures (TNFD) are some of the of the most influential disclosure standards currently being developed. The complement or build on others already in use, such as Task Force on Climate Related Financial Disclosures (TCFD), GRI, NFRD. These developments are taking place across the world, including, for example, China and New Zealand.

**ESG disclosure frameworks have different audiences and purposes.** The ISSB, SEC, and TCFD frameworks, for example, are designed for investor audiences and their purpose is to inform the management of ESG issues and risks to financial returns of firms (Enterprise value). The disclosure standards developed by EFRAG for the EU, and those of for example GRI are designed for a multi-stakeholder audience and with a purpose of accountability and advancement towards sustainable

development. Sustainable development focused ESG frameworks have therefore a larger scope than those focused primarily on enterprise value. ISO standards and work is relevant for enabling organizations to report information expected under both groups of disclosure frameworks. ISO's London Declaration of 2021 commits the organization as whole to support the transition to carbon-free future and sustainable development.

**Organization performance evaluations are increasingly based on integrated value generation models that include but go far beyond traditional financial returns.** This trend is being amplified by changing stakeholder expectations as well as the increasing amounts of digital data available within and across organizations and their value chains. Governing organizational performance, ethical behaviour, and responsible stewardship is therefore increasingly feasible, differentiated and also complex.

**An expansion of director duties to include dimensions across organizational value chains are also being developed.** For example EU, individual countries.

**Organizations worldwide are expected to meet an evolving range of disclosure requirements.** The role of ISO Standards, and in particular those of ISO TC309, is to enable companies to develop organizational governance frameworks, including, for example, the relevant management systems standards pertaining to compliance, whistleblowing, anti-bribery, etc, through which they are able to meet the legal, regulatory, and voluntary compliance expectation.

### **3.4 Purpose, sustainability, and integrated approaches become central to changes in governance related policy, regulation, and legislation**

Among the most distinct and far reaching changes in the field of corporate governance over the past five years has been the rise of the importance of corporate purpose, organizational contribution to sustainability and exposure to risks unsustainable resource use patterns, and the need for integrated approaches to governance (High Meadows Institute and Networks, 2019; Mayer and Academy, 2020; Clarke, 2021; Lund and Pollman, 2021; Mayer, 2021a; OECD, 2022b).

The developments can be found across research, policy, regulation, and legislation, leading to important changes in market needs for organizational governance standards.

#### **3.4.1 Organizational purpose has become central to governance**

**There is now a general consensus that the purpose of organizations (defined in ISO 37000 as *the ultimate value they create*) is at the centre of organizational governance (see ISO 37000).** Most of the debate, and movement, in this domain relates to what the ultimate value to be generated by business corporations is. **From a standardization perspective this is important because this increasing clarity brings into focus that organizational governance involves an active and explicit work with the ultimate value of organization, how these are related to expectation of society, and health of the natural environment.**

For some this ultimate value in the business sector is shareholder value (Bebchuk and Tallarita, 2020; Bebhuk, Kastiel and Tallarita, 2022) while others maintain the central role of shareholders but argue that that their interests are much broader than only financial returns (Heart and Zingales, 2022). A third view sees financial returns and shareholders as important elements and stakeholders of organizations, but that not even private business corporations are necessarily limited to these as ultimate value to be pursued, and that the true ultimate value, the ultimate impact of organizations, can be defined by the governing body of an organization in relation to fundamental well-being impacts in any relevant stakeholder group (Sjåfjell and Taylor, 2019; Fisch and Solomon, 2020; Mayer and Academy, 2020; Rock, 2020; Mayer and Roche, 2021; Puchniak, 2022; Sjåfjell and Mähönen, 2022).

One important development in relation to the purpose of organizations is that expectations have moved from a call for normative neutrality with respect any positive or negative impacts of the firms as long as their business was lawful (Friedman, 1970) to call to have positive impacts on all stakeholders (Fink, 2018), and an emphasis that whatever positive well-being impact firms may or may not achieve to make, their governing bodies need to ensure that they are not creating even inadvertent harm (Mayer and Academy, 2020; Sjøfjell, 2020; ISO, 2021).

At **policy level**, the usefulness and importance of organizational purpose has been come into focus at the international level particularly at the OECD, WEF, and WBCSD (OECD and OECD, no date b, no date a; WBCSD, no date; OECD, 2013; Anand, 2016; Exton and Shinwell, 2018; WEF *et al.*, 2020; Siegerink, Shinwell and Žarnic, 2022). At national level and increasing number of corporate governance codes make reference to purpose (see the database of codes at the European Corporate Governance Institute). Such codes are not without its critics (Sjøfjell, 2017) but regulators such as the Financial Reporting Council in UK and also the EU are actively working to develop suitable policies (Sjøfjell, 2021; FRC, 2022)

At a **regulatory level**, the adoption of the Corporate Sustainability Reporting Directive (CSRD) by the European Commission (European Commission, 2021) that first companies will need to report against from 2024 onwards will lead to a systematic increase in companies identifying their impact on stakeholders, societies, and the natural environment. This directive will replace current Non-Financial Reporting Directive (NFRD) according to which approximately 11,700 companies with more than 500 employees have to report since 2018 (starting with 2017 data) on double materiality. The new directive will reach approximately 49,000 companies directly - includes all large companies and companies listed on regulated markets

At the **legislative level** a number of countries (e.g. France, Italy, USA) have introduced special corporate legislation that places the ultimate benefit corporations can produce in focus and reduces the risks associated with the shareholder primacy interpretations of many corporation acts (Fisch, no date; Lab, no date; Patagonia, Association and School, 2018; Alexander, Nichols and LLP, 2019; Ferrarini and Zhu, 2021; Segrestin, Hatchuel and Levillain, 2021). This trend is likely to continue as work to evolve corporate legislation in this direction is taking place in a number of countries (“The Better Business Act,” no date; Mayer, 2019)

From a **research perspective** numerous studies have been conducted and good practice guidance is starting to evolve (Gartenberg, Prat and Serafeim, 2018; Hurth, Ebert and Prabhu, 2018; Mayer, 2020, 2021b; Younger, Mayer and Eccles, 2020; Barby *et al.*, 2021; Mayer and Roche, 2021; Gartenberg and Serafeim, 2022; Hurth, 2022; Hurth and Stewart, 2022; Macondo Foundation, 2022).

From a **practice perspective** a number of tools and guidance frameworks for measuring impact have evolved – see for example the Social and Natural Capital Protocols of the Capitals Coalition and the work of the Value Reporting Foundation. This increase in interest is also reflected in the field of standardization – not only in ISO 37000 but also in the Global Reporting Initiative (GRI) standards, UNDP SDG Impact Standards, Social Value International standards, PAS 808:2022 Purpose-driven organizations. Worldviews, principles and behaviours for delivering sustainability. Guide (BSI, 2022; Capitals Coalition, 2022; Nicholls *et al.*, 2022)

### **3.4.2 Governing to sustain and regenerate social and natural capital has become expected mainstream**

**Driven by increased evidence that the unsustainable prevailing ‘business-as-usual’ governance practices**, which had left the purpose of organizations, and thereby the ultimate value they generate or not, as well as impact organizations have on their social and natural environment ungoverned, rapidly changing expectations of institutional investors, other stakeholders, as well as regulators and legislators have transformed governance practice expectation in fundamental ways.

**We are currently in period of rapid consolidation** of regulation as brought into evidence by the creation of the International Sustainability Standards Board (ISSB) by the International Financial Reporting Standards (IFRS) Foundation as well as the European Sustainability Reporting Standards (ESRS) and the Financial Stability Board (FSB) that constituted the Task Force on Climate-related Financial Disclosures (TCFD) and more recently the Task Force on Nature-related Disclosures (TNFD). Central characteristics of the next few years will continue to be consolidation, increased inter-operability between regulations, digitization of reporting, and the introduction of mandatory auditing of disclosures.

**At present there is still a big divide** between regulation whose primary objective is to inform investors of material risks that changes in the natural environment and social context pose to the financial sustainability of firms (for example, TCFD, ISSB, and the US SEC regulation fall in this category), and disclosure regulation to inform broader stakeholder groups not only about the impacts on financial sustainability, but also the impacts of the organization on its social context and natural environment (e.g. ESRS and GRI) – the latter approach is referred to as ‘double materiality’.

**Developments in this field can be expected to rapidly accelerate further** because, according to scientists and international organization such as the United Nations, human activity has already led to breach many ecosystem thresholds, the reduction of impacts are not yet at the right scale or pace, and therefore the effects of these developments will continue to escalate (Steffen *et al.*, 2015; IPCC, 2018, 2021, 2022b, 2022a; HM Treasury, 2021; UNEP, 2022) At present most of the disclosure framework regulations do not require organizations to disclose relevant normative contextual information which would be necessary to establish whether or not the resource usage or impacts by the organization in that specific context are actually sustainable. Instead, current and most of the proposed reporting requirements are largely absolute data and relative evolution over time. In view of the expected rapid deterioration of social and natural environmental conditions, it is likely that improvements sustainability reporting will made to possibly include ‘triple materiality’ to improve decision making (Baue and Thurm, 2022; UNRISD, 2022)

**At a policy level** mainstreaming of organization governance expectation with respect to sustainability can be observed in the regulation of security exchanges (IOSCO), G20, OECD (where the proposed revision of the OECD/G20 Corporate Governance Principles introduce a new “Sustainability and resilience” principle, institutional investors and multi-lateral financial institutions such as the IFC introduce ESG disclosure expectations (IFC, 2021; OECD, 2022b)

**At a regulatory level** we can observe a widespread adoption of the TCFD by companies (KPMG, 2022) but also by regulators and standard setters internationally (e.g. ISSB) and different countries (e.g. New Zealand, UK). Countries and regions are also adopting regulation (e.g. China, European Union, USA). Much of the regulation is climate related, contains also some sectoral differentiation, and one can expect the adoption of nature related disclosure regulation to come widely into effect in the next few years (TNFD, 2022)

**At a legal level** the European Commission’s CSRD the currently the most advance legislation in this domain. The general direction of development with respect to the responsibilities of governing bodies (including corporate directors) is to include the entire value chain of the organization. With respect to greenhouse gas emissions this is most clearly evident (ISSB standards, for example, will require the disclosure and audit of Scope 1, 2, and 3 emissions. Supply chain responsibility for multi-national organizations has been established for some time (see OECD). Individual countries have introduced (and others sought to introduce) and expansion of director due diligence legislation to include the supply chain (e.g. Germany, Switzerland – respectively). The European Commission has also initiated working on the Social Taxonomy and the Corporate Sustainability Due Diligence Directive (CSDDD) (European Commission, 2022a, 2022b; Platform on Sustainable Finance, 2022). Consultations have shown that more work will be necessary but the general direction of in which the duties of governing bodies are expected to develop is increasingly evident (Ferrarini, 2020; Hill, 2020; Paces, 2020, 2021; Edmans, 2022; Edmans, Levit and Schneemeier, 2022).

**At the level practice** there is a general alignment and bundling of tools and approaches taking place. ISO ESG Coordinating Committee will be developing communication and toolkit resources to enable users to match standards with reporting requirements. TC309 will be called upon to provide information and guide this from the governance dimension. Similar and related development can be observed at Business for Nature, the Capitals Coalition, WBCSD, the Value Reporting Foundation, the ESG Exchange of the Good Governance Academy, the World Benchmarking Alliance and others.

### **3.4.3 Ethics, value generation, risk, compliance and accountability become central to the methods of governance**

**Changing expectations, increased availability of data (see sections 3.4.1 and 3.4.2 above) and changing operational conditions** means that governing bodies will be expected to re-examine what value organization their organizations generate for whom and in what manner with increasing frequency, rigour, and depth. These developments also mean that oversight processes (which include risk management, internal controls, compliance as well as assurance processes) will be expected to be re-examined to ensure that they are proportionate to the risks faced by the organization (see for example IFAC, CSRD, SEC, FRC, FSB).

**As the risk universe organizations are facing is increasing and becoming more complex**, courts and regulators are increasingly scrutinizing the presence and effectiveness of governing body level oversight systems, the adequacy of public disclosures and the effectiveness of the crisis response measures (Lipton and Martin, 2022) This means that the management systems that are part of governance frameworks are increasing in centrality.

**Disclosure, consultation and accountability mechanism** are likely to play increasing roles (Adams, no date; Federation of European Accountants, 2015; Johnston and Sjøfjell, 2019; Möslin and Sørensen, 2021; Cho, Kajüter and Stacchezzini, 2022; WBCSD, 2022)

### **3.4.4 Integration is the central emergent theme**

**ISO 37000 introduces ‘integrated governance’ and the ‘integrated value generation model’**. While UNEP<sup>1</sup> and WEF were referred to integrated governance before, and integrated thinking principles reference, ISO established the international consensus on a comprehensive set of principles and practices which together constitute integrated governance (UNEP, 2014; Adams, 2017; WEF, 2020; Value Reporting Foundation, 2021). ISO/TC 309 provides terminological clarity, consistency, more dimensions of integration and the requisite differentiation across an integrated organizational governance framework. This facilitates the strengthening of culture, resilience, and value generation to advance the achievement of purpose and sustainable development.

**TC309’s approach to integrated governance can be viewed from a number of related perspectives:**

**Why** – Increased wellbeing outcomes are sought and organizations held accountable for contributing meaningfully to wellbeing of people and planet. Integrated governance responds to the call for organization to be aligned with societal interests, to contribute to sustainable development, and at the very least not create or benefit from harm or destruction of social and natural capitals. More specifically, an integrated governance approach enables organizations to achieve critical indicators associated with sustainable development (World Commission on Environment and Development, 1987; Meadows, 1998; BSI, 2022)):

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<sup>1</sup> According to UNEP integrated governance is “the system by which companies are directed and controlled, in which sustainability issues are integrated in a way that ensures value creation for the company and beneficial results for all stakeholders in the long term.”

- (i) generating **sufficient** positive outcomes (while avoiding negative outcomes) that satisfy needs of or generates wellbeing for identified stakeholders associated with the organizational purpose (governing the ends),
- (ii) **sustainable** use of resources (in a way that does not diminish the ability of others in today's or future generations to satisfy their needs) – this involves governing to maintain or restore the means, and
- (iii) **efficient and wise** processes of converting resources into value dimensions that together constitute the ultimate value, the purpose of the organization [these key indicators were identified by Meadows(1998).

**What** – Objectives that need to be integrated - Integrated governance involves the governance of three levels dimensions:

- (i) the ultimate value the organization seeks to generate to fulfil its purpose (the ends),
- (ii) the conservation or regeneration of the resource base that enables the generation of value (the means – human, social, natural systems and associated capitals), and
- (iii) optimizing and assuring wise and efficient the processes of governance and management, incl. leadership, decision making, risk management, etc.

**Who** – Which governing groups and contributors to governance need to be integrated into the governance framework? Integrated governance enables all governing groups to fulfil their governance functions in complementary ways. This includes the governing body, governing groups (incl., for example, reference, member stakeholders, top management of subsidiaries or divisions), and certain managerial functions (incl. risk management, compliance, internal audit, etc.).

**How** – Integrated governance systems include the use of integrated governance frameworks that enable the governing groups the management functions and systems necessary for governance (e.g. risk, compliance) are enabled to work effectively together.

### **3.5 In the era of uncertainty, GRC are even more important and integral parts of governance frameworks**

**Current trajectories of greenhouse gas emissions, biodiversity loss, pollution, and developments of inequality are very likely to trigger unprecedented numbers and types of crises in the economic, social, and natural environment spheres** (Steffen *et al.*, 2015; IPCC, 2018, 2021, 2022b, 2022a; UNDP, 2019, 2022; HM Treasury, 2021; Chancel, 2022; UNEP, 2022; UNFCCC, 2022)

**Effective governance frameworks include effective compliance, whistleblowing, anti-bribery, risk management systems, amongst others.** The field generally referred as governance, risk and compliance (GRC) is therefore very relevant to scope of TC309. Sections 3.3 and 3.5 highlighted how the developments in ESG and the challenges of sustainable development have increased the risk universe. In addition to that organizations face related hugely increased risks from political instability, wars, pandemics, and supply chain disruptions.

**In a complex and high risk environment, effective systems of internal controls are key.**

Organizations in a number of different fields, for example financial sector, are facing increased regulatory control requirements. These evolving requirements are also linked with the regulatory and policy developments described in sections 3.3 and 3.4 above. To facilitate more robust organizational alignment, the oversight function of the governing body should combine the four main capabilities: risk governance and management, internal control, compliance, and assurance/audit that is independent of operations. While ISO 37000 gives guidance on internal control systems, TC309 outputs should further elaborate these, and give more prominence to the control systems so as to promote their adoption within different industry sectors such as public sector, defence sector, and banking and finance sector.

**Organizational resilience determines to a large extent how vulnerable organizations are and the risks they face in relation to achieving their value generation objectives and organizational purpose.** TC309 needs to continue aiming at providing detailed standards to strengthen organization resilience in relation to compliance and ethics. The range of risks that need to be governed with the aid of compliance system is increasing and the subject of heightened scrutiny.

**The risk universe is growing, is becoming increasingly complex for organizations to manage, and their ability to do is and increasingly a determinant for success.** Internal organizational threats are being coupled with third-party risk as well as new risk domains such as environmental, social, and governance (ESG). Complicating this growing risk landscape is a rapidly changing regulatory environment, a need for continual data ingestion, and requirements to verify organizational performance. A modern approach to risk management today encompasses not only effective management of risk from a defensive standpoint but also the ability to leverage risk as a competitive advantage based on the increased likelihood of the success of strategic initiatives. However, organizational ability to achieve this level of risk management varies widely. A key differentiator in the ability of organizations to address risk is the adoption of governance, risk, and compliance (GRC) platforms that offer advanced features.

**Corruption and other self-interested behaviour at governing body and management level led to lack of trust and increased costs of capital allocation, lack of innovation and loss of competitive strength.**

**Practical aspects on integrated governance frameworks need to be developed further, after ISO 37000 introduced organizational governance, integrated governance, and integrated value generation models as part of the principles for good governance.** What is required is integrated governance that is composed of a robust governance with associated threads fuelling the organization and integrated within the Risk and Compliance domains in order to ensure a reliable and performing ESG response to organization stakeholders and upcoming challenges.

**The overall need is to develop guidance of how to develop effective integrated governance frameworks and how to put these into practice across all forms of organizations and governance.** This requires further guidance on the difference between and relationship between governance and management. But the main emphasis is on practical guidance of how to develop purpose, integrated value, organizational culture, include diversity, include stakeholder perspectives in governance, etc. Organizations are expected to govern the not only their daily activities, but to govern the ultimate value outcomes they generate and the impact they have upon the means (the social and natural systems and associated capitals) they use to generate these outcomes.

**Liaison and collaboration work are key for the success of TC309.** Two perspectives are important in shaping that: what outcomes do TC309 seeks to achieve, and what collaborations can be created with other critical TCs (Risk, IT Governance, HR governance, Resilience, Environmental Management are amongst these TCs) and external liaison organizations that have shared interests and could impact the work of TC309. Section 3.5.1 and 3.5.2 speak to important elements of this outcome dimension. Other consideration in this dimension includes the importance of continued engagement by TC309 in cross organization ISO committees and task forces – such as the Climate Change Coordination Committee (CCCC) and the newly established ESG Coordination Committee (ISO Annual Conference, 2022).

### **3.6 Stakeholder Engagement is transforming and is even more central to governance**

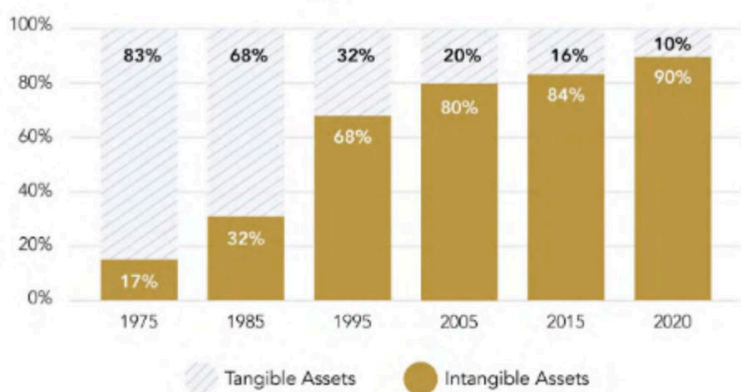
**Effective stakeholder engagement is a core aspect of good organizational governance.** This fact is reflected directly in ISO 37000:2021 principles and practices related to purpose, value generation, accountability, stakeholder engagement, social responsibility, and indirectly to every other principle as well. Stakeholder engagement has become more complex, more central to governance, and governing bodies need to lead in this domain more continuously. To guide governing bodies, who are both

accountable and responsible for governance related stakeholder engagement, and others to whom the governing body has delegated responsibilities and who are also leading stakeholder engagement and who benefit from being able to demonstrate assured good practice, the development of standards related to stakeholder engagement would be highly beneficial.

**The value that organizations generate goes far beyond financial returns and the processes of value generation and value protection are dependent on effective stakeholder engagement.** Stakeholder expectations and relations with stakeholders are critical for determining what constitutes value and the parameters within which it is to be generated. Non-financial dimensions of value are expanding and increasingly well understood and are dependent on stakeholders (Edmans, 2022). This is also reflected in Larry Fink’s, CEO of BlackRock, letter to investee companies in 2019 in which he wrote: “To prosper every company must not only deliver financial performance, but also show how it makes a positive contribution to society”.

**Value of organizations is increasingly in the intangible assets of organizations and therefore the importance of stakeholder relations is growing and becoming more complex.** According to (Ocean Tomo, 2022) data for the companies that are part of the S&P 500 index shows (see Figure 2) that when tangible asset value is subtracted from market capitalization and the intangible asset market value is calculated, the proportions of tangible and intangible market value in the total market values of the companies has reversed over the past 45 years.

Figure 2 Components of S&P 500 market value



SOURCE: OCEAN TOMO, A PART OF J.S. WELLS, INTANGIBLE ASSET MARKET VALUE STUDY, 2022

Source: (Ocean Tomo, 2022)

This trend, where the “economy inverting from one where value was measured by “touch” to one where value is driven by thought” is “no less significant than the industrial revolution more than a century ago, according to Ocean Tomo (2022). While this particular trend is most strongly found in the USA based index, this is consistent with more general global trend of stakeholders taking a much broader, integrated view of organizations in which performance and behaviour across a wide range of dimensions is considered. The increased numbers of shareholders voting on environmental, social, and governance (ESG) performance is one example of this trend. Engaging stakeholders on all these dimensions has therefore become a central governance issue.

**One form of stakeholders, shareholders in public companies, who are part of the category defined as member stakeholders in ISO 37000:2021, are becoming a lot more active in governance.** Two trends help to explain this phenomenon. First, the proportion of shares held by institutional investors is increasing, and as a result their voting power is increasing. Second, institutional investors are increasingly working with and through smaller activist investors to influence the companies they are investing in governance. This increased investor engagement has led to a much greater need for governing bodies to be aware of and work with stakeholder expectations.

### 3.7 Urgency of and Commitment to Sustainable Development

**Those involved in governing organizations will have to address the growing physical and transition risks and opportunities facing their organizations as well as the responsibility their organizations have to contribute to wellbeing and to regenerate the social and natural systems they are part of.**

The scientific consensus about the present climate emergency and the short, medium, and long term effects is being increasingly accepted in political, policy and business circles. The IPCC reports are increasingly alarming and the severe weather events are affecting countries and regions around the world. An increasing number of regulators, policy makers, business associations, institutional investors, and leading organizations across industries and sectors are recognizing the interconnectedness of the different aspects of the natural environment and the social context. In view of the observation that neither the pledges nor the planned actions are until now, in aggregate at national levels, ambitious enough to be consistent with the Paris Climate Agreements, mean global temperatures are likely to rise in a way to increase not only transition risks but also physical risks and therefore a change in values and what is expected of the how, with what impact on natural and social capital, as well as toward what ends organizations are to be governed will continue to evolve away from any narrowly conceived financial results only framework.

ISO has declared its commitment actively consider climate science and associated transition in all new and revised International Standards and publications, as well as to Develop and publish an **Action Plan and Measurement Framework** detailing concrete actions and initiatives and a reporting mechanism to track progress [ISO 2021]. ISO also pledges to make ‘the most vulnerable to climate change’ inclusive in how it works and what it does. This commitment complements ISO’s commitment to the achievement of the Sustainable Development Goals (SDGs). Within that context it is important to note that the role of governance for the achievement of sustainable development was highlighted in the UN Agenda 2030:

*“sustainable development cannot be realized without...good governance at all levels and transparent, effective and accountable organizations”*

UN Agenda 2030

**Climate change, biodiversity loss, pollution, and many other issues are global issues that require global solutions.** Trust, innovation, and collaboration within and across public, private, and civil society organizations, sectors, and countries are key enablers. Organizations need to determine ambitious and aligned goals, ensure that they are meeting them and in the process not profiting from creating harm, adhering the laws, regulations, societal expectations and their own values, and accounting to relevant stakeholders.

TC309 currently enacts those commitments through its work together informed by liaisons to other TCs, and through its active work with multistakeholder external liaisons.

#### 3.7.1 How does TC309 contribute to sustainable development?

We operationalise the analysis through a mapping of the Sustainable Development Goals to which TCs within ISO commit. The information was retrieved from the ISO website of the relevant TC. The time of the mapping was 7 December 2021.

TC309 itself directly commits to SDGs 3, 8, 9, 11, 12 and 16. This is:

- SDG3: Good health and well-being
- SDG8: Decent work and economic growth
- SDG9: Industry, innovation, and infrastructure
- SDG11: Sustainable cities and communities
- SDG12: Responsible consumption and production
- SDG16: Peace, justice, and strong institutions

To see which SDGs TC309 indirectly commits to, we looked at the SDGs of TCs that have a liaison from TC309 (this list is found on the ISO website for TC309). The rationale is that by having a presence in those other TCs through a liaison from TC309, the work of TC309 can make a further contribution to sustainable development beyond the SDGs to which TC309 directly commits.

The mapping is shown in Table 1. At the top, in the yellow bar, are the 17 SDGs. In the left-hand column are the 22 TCs that include a liaison from TC309. The row for each of these includes a '1' for the SDGs that the particular TC commits to. At the bottom, the 'total' row (green) adds these up. For clarity, a row was added underneath for TC309 and its SDGs. These were mirrored into the totals as darker green. At the top, the darker yellow cells indicate the SDGs in the table that have a count of 10 or more.

Table 1: SDG mapping for liaisons from TC309

Liaison from TC309	SDG 1	SDG 2	SDG 3	SDG 4	SDG 5	SDG 6	SDG 7	SDG 8	SDG 9	SDG 10	SDG 11	SDG 12	SDG 13	SDG 14	SDG 15	SDG 16	SDG 17
IEC JTC 1/SC 27			1					1	1	1	1	1					1
IEC JTC 1/SC 40				1		1	1	1	1	1	1	1					1
IEC JTC 1/SC 42	1		1	1	1		1	1	1	1	1	1		1			1
TC46/SC 11									1			1					1
TC176								1	1	1							1
TC207														1			
TC207/SC1	1	1	1	1		1	1	1	1		1	1		1	1	1	1
TC207/SC 2			1			1	1		1		1			1	1	1	1
TC224			1		1	1		1	1	1	1	1	1	1	1		
TC251				1		1	1	1	1	1	1	1	1				
TC258								1	1		1	1	1				1
TC260			1	1	1			1	1	1							
TC262			1					1	1		1					1	1
TC268	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
TC283			1		1			1	1	1	1						1
TC286								1	1	1							
TC292	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
TC307	1			1					1	1	1	1	1				1
TC322	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
PC311										1							
PC337					5												
TOTAL	6	4	11	9	7	8	8	15	18	13	14	11	10	7	7	13	1
TC309			1					1	1		1	1				1	

Note: Data as of 1 March 2023. Only added in April 2023: PC343 [SDG not yet given]

We find that TC309, through its work in liaisons to other TCs:

- Contributes to all SDGs, except SDG17 (*Partnerships for the goals*), to which TC309 does not contribute at all;
- Mainly duplicates its own direct contribution to SDGs (same SDGs have count of 10+), except for SDG10 (*Reduced inequalities*), to which TC309 contributes substantially (10+ counts) albeit indirectly through liaisons.

UN SGD17 relates to inclusive partnerships — at the global, regional, national and local levels — and a strong international cooperation for a successful development agenda built upon principles and values, and upon a shared vision and shared goals placing people and the planet at the centre.

Many countries require Official Development Assistance to encourage growth and trade. Yet, [aid levels are falling](#) and donor countries have not lived up to their pledge to ramp up development finance.

### 3.7.2 How inclusive is TC309 in its external liaisons?

ISO's [London Declaration](#) also stipulates that it will 'facilitate the involvement of civil society and those who are most vulnerable to the effects of climate change'. The external liaisons to TC309 have been mapped for type of organization and whether they had an explicit developing country focus. The rationale is that developing countries are more vulnerable to the effects of climate change.

Table 4 presents the mapping. As at 1 September 2023, TC309 had 28 external liaisons, 27 of type A and one of type C. The column on the left of the table provides the acronyms of the liaison organizations. The middle four columns indicate type of organization, respectively professional body, industry body, intergovernmental organization, and civil society or union. The column on the right-hand side includes whether we found an explicit developing country focus for this liaison organization. The bottom rows give totals and percentages (as percentage of all liaisons).

The mapping suggests that the multistakeholder reach of TC309, through its external liaisons, is inclusive. External liaisons consist of 34% professional bodies, 25% civil society or union organizations, 13% industry bodies, and 16% intergovernmental bodies. We found 13% to demonstrate a developing countries inclusion. That is 16% if OECD is included.

Table 1: External liaison organizations to TC309 by stakeholder type and developing country focus

Liaison	Prof Body	Ind Body	InterGov	CivSoc/uni	DC-focus
ACCA		1			
Aci		1			
EBRD			1		1
ECI				1	
ecoDa		1			
ETUC				1	
FIEC			1		
Gov Impact				1	
IBE				1	
ICGN		1			
IDCPASO		1			
IFC			1		1
IFCA		1			
IIA		1			
IIOC		1			
IIRC				1	
IRM		1			
OAS			1		1
OECD			1		
RIMS		1			
SVI				1	
COI		1			
TI				1	
UNCTAD			1		1
WBCSD		1			
WFEO		1			
WIN				1	
IFAC ( C )		1			
<b>TOTALS</b>	<b>11</b>	<b>4</b>	<b>5</b>	<b>8</b>	<b>4</b>
Percentage	34%	13%	16%	25%	13%

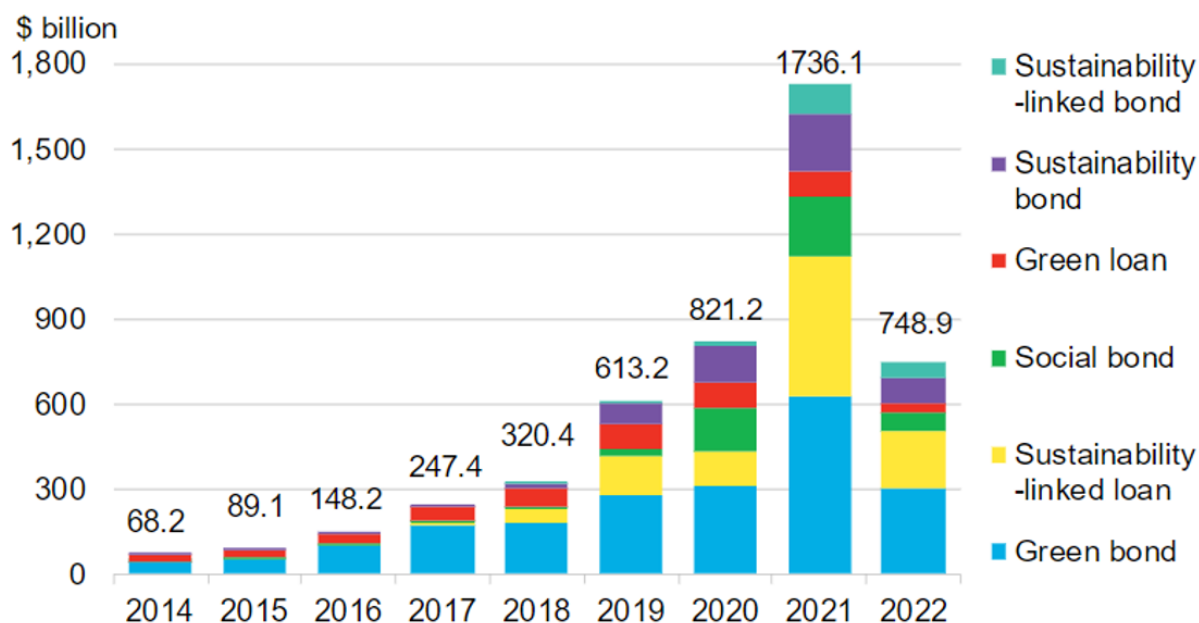
### 3.8 Quantitative Indicators of the Business Environment

All organizations need to be governed. The target audience of TC309 therefore includes all organizations.

There are several indicators that demonstrate the importance of having good governance and analysing the impacts of ‘bad’ governance, such as corruption and bribery. There are limitations in terms of the data themselves but the number and depth of these reports indicate the extent of the problem. ISO/TC 309 will monitor and review these data sets and update as appropriate.

The inflow of investments into funds and debt instruments with various ESG related labels has been exponential as Figure 3 and Figure 4 illustrate. While the criteria for what constitutes ESG and sustainability becoming more stringent, the overall trend is expected to continue because global developments with respect to the climate emergency, biodiversity loss, and inequality are widely acknowledged to becoming more urgent and as a result, more and more resources will be needed.

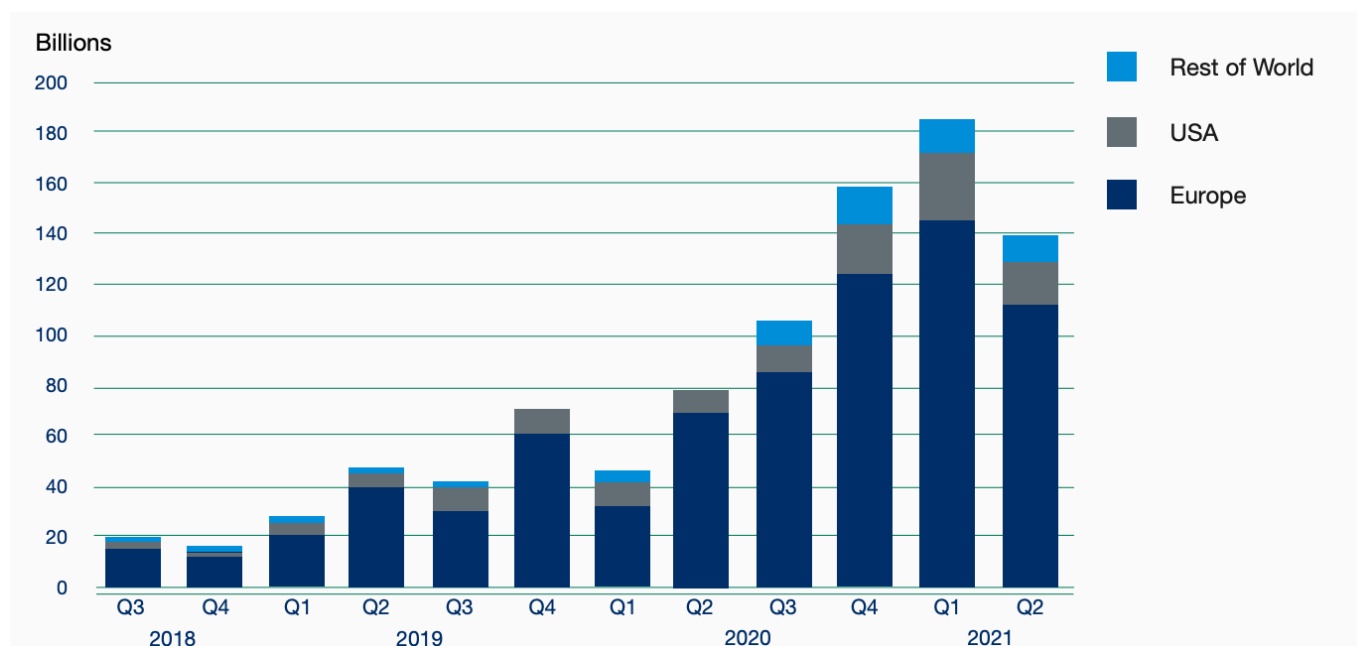
Figure 3: Growth in sustainable debt issuance 2014-2022 (US\$)



Source: BloombergNEF, Bloomberg Terminal.

Source: BloombergNEF (2022)

Figure 4 Capital flows into sustainable funds 2018-2020 (US\$)



Capital directed to ESG-themed funds has seen a rapid acceleration since 2019, with European funds attracting most of the new capital. Source: Morningstar.<sup>7</sup>

Source: [connecting-esg-capital-markets-and-cfos-nov21.pdf \(sustainability.com\)](https://www.sustainability.com/~/media/2021/11/connecting-esg-capital-markets-and-cfos-nov21.pdf)

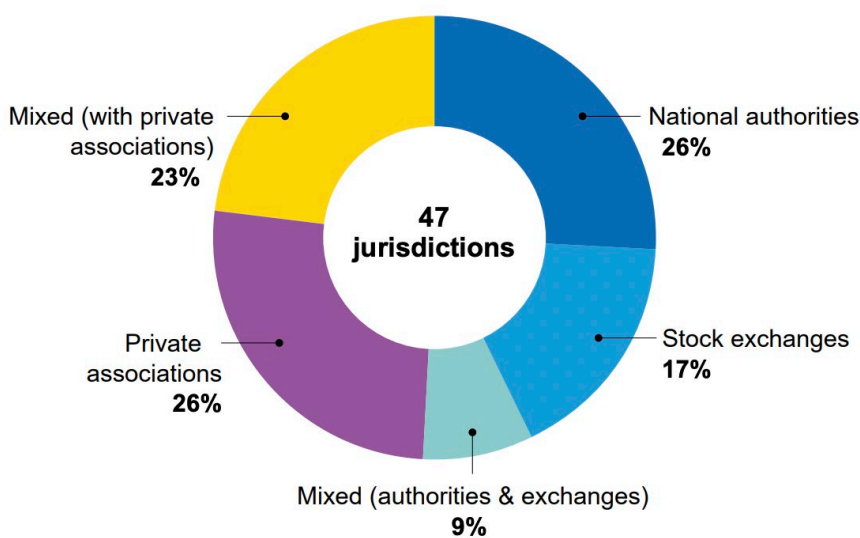
From the entry into force of the OECD Anti-Bribery Convention on 15 February 1999 through 31 December 2020 (OECD, 2021a):

- 25 Parties convicted or sanctioned, collectively, at least 684 natural and 245 legal persons for foreign bribery through criminal proceedings;
- 7 Parties sanctioned, collectively, at least 87 natural and 119 legal persons for foreign bribery through administrative or civil proceedings;

- 10 Parties convicted or sanctioned, collectively, at least 77 natural and 107 legal persons for related offences (e.g. false accounting, money laundering, embezzlement, tax evasion) through criminal proceedings;
- 3 Parties sanctioned, collectively, at least 75 natural and 188 legal persons for related offences through administrative or civil proceedings.
- 3 Parties – Colombia, Latvia, and the Russian Federation – reported having imposed sanctions for the first time for foreign bribery (each sanctioning one legal person) either through criminal or non-criminal proceedings.

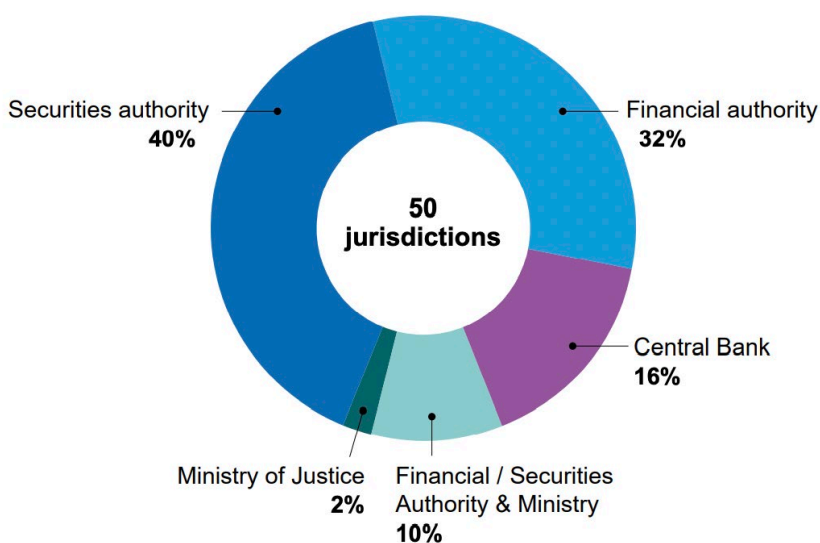
With respect to the availability of corporate governance codes, the OECD Corporate Governance Factbooks (OECD, 2017, 2021b, 2022a) provide useful overviews of their diversity – illustrating that those within OECD member countries are issued and maintain through a number of different types of organizations as illustrated in Figure 5, and companies are subject to range of different type of regulators as illustrated in Figure 6.

Figure 5: Custodians of corporate governance codes (n=47)



Source: OECD Corporate Governance [Factbook](#) 2021 (OECD, 2022a)

Figure 6: Regulators of corporate governance (n=50)



Source: OECD Corporate Governance [Factbook](#) 2021 (OECD, 2022a)

Transparency International Corruption Perceptions Index in 2021 shows that the global average perceived corruption level remains unchanged for the tenth year in a row at 43 points out of a possible 100 (where 100 means very clean and 0 is highly corrupt (Transparency International, 2022))

#### **4 BENEFITS EXPECTED FROM THE WORK OF ISO/TC 309**

**The ultimate value that ISO/TC 309 generates, its purpose, is to generate consensus on how organizations can be effectively governed to enable sustainable development.** The scope of work of the Committee defined to be “responsibility for standardization in the field of governance relating to aspects of direction, oversight and accountability of organizations”. Within this scope and purpose, the committee seeks to develop standards and other documents that generate benefits and meet users’ needs in an inclusive manner and in a timely manner. In this way, TC309 seeks to contribute to ISO’s Vision of make lives easier, safer, and better.

**Benefits of the work of TC309 are far reaching in effect on governance practice for sustainable outcomes because of the integrated approach to governance.**

##### 4.1 Organizational benefits of good governance

**At an organizational level, the benefits of good governance are articulated succinctly in ISO 37000:2021 as follows:**

***Improved long-term stakeholder value generation:*** Good governance promotes effective oversight of the organization and thus helps to ensure alignment between the organizational purpose, strategy, activities, and the United Nations Sustainable Development Goals (UN SDGs). This improves long-term stakeholder value generation.

***Effective resource stewardship:*** Effective stakeholder engagement, protected disclosures (whistleblowing) and mediation, appropriate executive authority limits, consistent terminology, transparent decision-making and accountability, all contribute to improved stakeholder confidence that the organization is stewarding resources in a responsible manner.

***Improved organizational resilience and performance:*** The organization is able to remain resilient when negatively impacted by its changing context and realize valuable opportunities as a result of these changes via good governance practices. These practices include adapting strategy, ethical leadership, effective succession planning, clear delegation of authority and responsibilities, and oversight of risk management and internal controls.

***Improved decision-making effectiveness:*** With the increasing rate of change and complexity within which organizations operate, good governance promotes holistic consideration of the organization, its purpose, and the context within which it operates, resulting in improved decision-making. Clarity of accountability, responsibilities and delegated authority are good governance practices, which increase the speed of organizational decision-making, action and outcomes.

***Improved personnel composition and retention:*** People who are motivated not only by financial interests, but also by the organizational purpose and by intangible organizational values such as fairness and transparency, are attracted to organizations demonstrating good governance practices, such as effective and ethical leadership.

***Increased investor and creditor confidence:*** Effective leadership and oversight, holistic decision-making, transparency and effective stakeholder relations, sustainability considerations and certainty of compliance management all contribute to increased confidence in the organization. In turn, this can improve access to capital and reduce the cost of capital.

**Increased value of intangible assets:** *Transparency with stakeholders and responsible organizational behaviour (corporate citizenship) contribute to the value of the organization's intangible assets such as reputation, public image, public confidence and goodwill.*

Wider benefits of good governance are specified in ISO 37000:2021 also follows:

*Good governance includes actions by the governing body (e.g. creating governance policies) to direct their organizations to provide stakeholders with transparent, clear and concise reports and access to information. This allows regulators and society, through their duly appointed representatives, to evaluate the organization's positive and negative natural environmental, social and economic impacts. Good governance further affords stakeholders the opportunity to hold organizations to account, benchmark their results, highlight inappropriate practices, and monitor organizational impacts on society, the economy and the natural environment.*

## 4.2 TC309's Strategic Value Proposition

In more general terms, TC309's integrated governance value proposition provides practical guidance for:

- i) **Practical integrated governance that enables organizations to:**
  - Be comprehensive, effective, and robust.
  - Respond to the rapidly changing and complex context within which organizations are operating.
  - Maximize its organizational sustainability and its contribution to sustainable development in manner that is consistent with the ISO London Declaration and the SDGs by integrating the governance of the ends (the purpose, value generation, strategic outcomes), the means (the ultimate resource systems and capitals the organization depends for value generation) and the method of governing in a wise and ethical manner.
  - Have effective contributions to good governance through their governing body, governing groups and management functions.
- ii) **Timeliness** - variety of up-to-date deliverables produced and available in shortest possible time in line with complexity, scale of benefits, urgency.
- iii) **Reduction of complexity by:**
  - Enabling organizations to develop integrated governance frameworks that enable organizations to generate value and satisfy compliance obligations across many different framework, including the most widely used ESG-disclosure frameworks.
  - Integrating governance principles and practices with complementary/requisite management systems such as Whistleblowing, Compliance Management, Anti-Bribery Management Systems, Investigations, Risk Management, Conflicts of Interest, Stakeholder Engagement, etc.
- iv) **Universal applicability through consensus on:**
  - Application to all types of organizations, in all sectors, and all countries.
  - Guidance on good governance at different stages of organizational maturity.
  - Guidance on the use of indicators, and effectiveness in governance decision-making.
- v) **Enabling Conformity Assessment**
  - With the rising requirement of the audit of sustainability related disclosure requirements, enabling conformity assessment of governance framework components creates value for organizations that need to report how and that they are applying good governance principles.
  - Conformity assessment adds rigour through measurement and assurance.

## 5 OBJECTIVES OF ISO/TC309 AND STRATEGIES FOR THEIR ACHIEVEMENT

The **ultimate value** that ISO seeks to create, ISO's purpose and vision, is expressed in ISO's 2030 Strategy as follows (ISO, 2020)

*To make lives of all people in the world easier, safer, and better.*

**ISO's Mission** is stated as follows:

*Through our members and their stakeholders, we bring people together to agree on International Standards that respond to global challenges. ISO standards support global trade, drive inclusive and equitable economic growth, advance innovation and promote health and safety to achieve a sustainable future.*

**ISO's Strategic Goals for 2030**, which are stepping stones to the vision and which maximize our impact through our members, are:

 1	<ul style="list-style-type: none"><li>• <b>ISO standards used everywhere (G1)</b> – our standards must be used widely. We need to ensure that our standards are high quality, easily accessible and usable, and that people understand the benefits they bring.</li></ul>
 2	<ul style="list-style-type: none"><li>• <b>Meeting global needs (G2)</b> – consensus-based standards that are relevant and respond to current and future challenges; our focus is on getting the right standards to market at the right time, with the right content and in the right format.</li></ul>
 3	<ul style="list-style-type: none"><li>• <b>All voices heard (G3)</b> – our system must foster diversity and inclusivity. We need to ensure that we attract and retain the best experts and enable everyone to participate. We must listen to all voices, both in the development of standards and when making decisions as an organization.</li></ul>

### 5.1 ISO/TC309 Goals, Priorities, and Strategies

The scope of the Committee is that “**ISO/TC309 is responsible for standardization in the field of governance relating to aspects of direction, oversight and accountability of organizations**”.

TC309 seeks to produce deliverables that meet the most significant and impactful expectations of stakeholders in a timely manner in relation to integrated governing organizations that develops organizations in sustainable ways and thereby to contribute to sustainable development. TC309 is also committed to processes and deliverables that are of high quality, relevant to all organizations, and including the expectations of the most vulnerable.

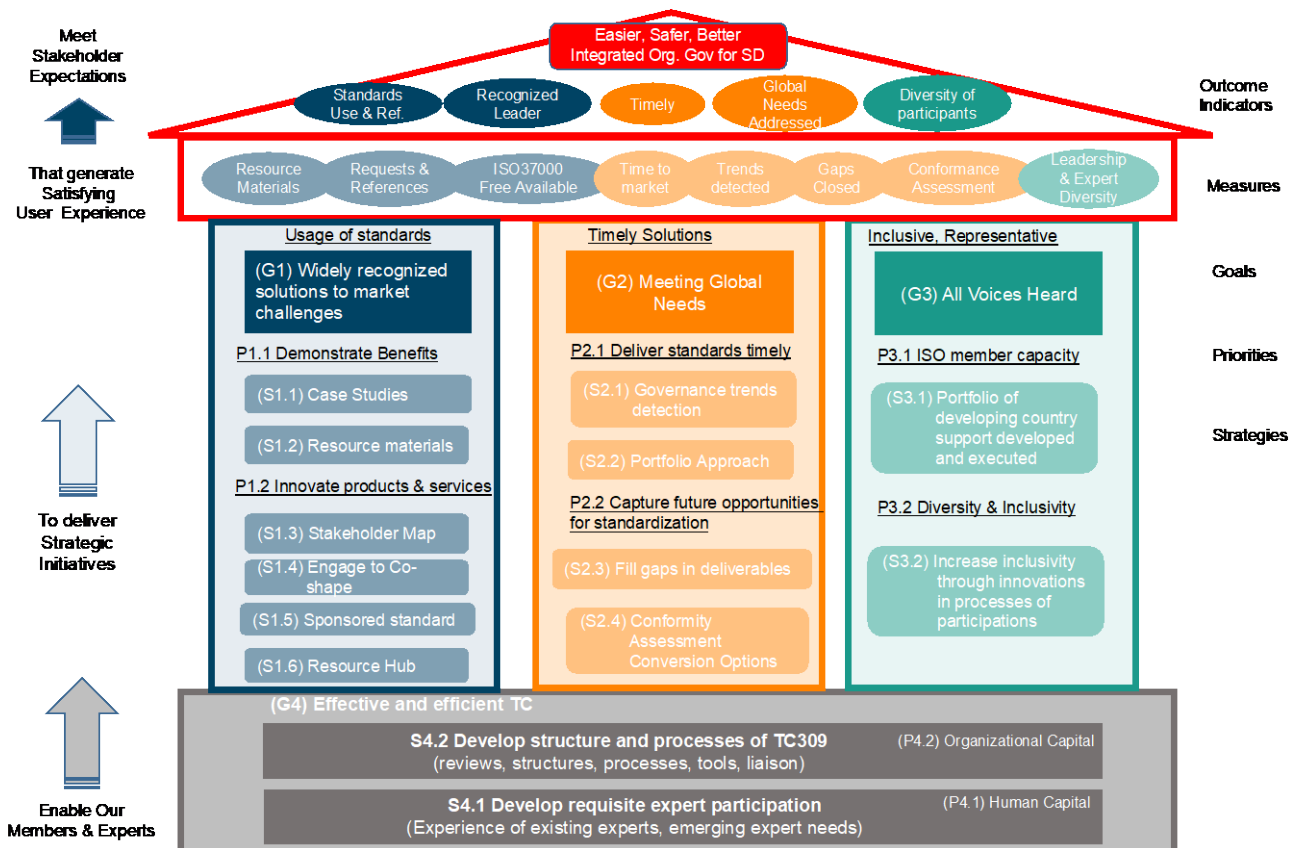
**The Purpose** of ISO/TC309 is *to generate consensus on governance that enables sustainable development.*

**The ultimate value** TC309 seeks to generate by generating global integrated governance for sustainable development is *to make lives easier, safer, and better.*

In alignment with ISO's 2030 Strategy, TC309 will generate this value by achieving **three main Goals**, each associated with **two strategic Priorities** which are **delivered through Strategic Initiatives**. Figure

7 illustrates the relationship between strategic initiatives and the ultimate value and outcomes TC309 generates.

Figure 7: TC309 Strategy Map



An organization can be said to be contributing to sustainable development, and to be sustainable, when it generates value in a manner that meets the needs of the present without compromising the ability of future generations to meet their own needs. By aligning an organization’s governance with sustainable development, e.g. via the UN SDGs, governing bodies help create the conditions for an organization’s future success. As a result, governing bodies should ensure that sustainable development and sustainability are fundamental considerations when governing and applying the governance principles in this document. (ISO 37000).

Good governance of organizations lays the foundation for the fulfilment of the purpose of the organization in an ethical, effective and responsible manner in line with stakeholder expectations. The organizational outcomes of this good governance are (ISO 37000):

- effective performance;
- responsible stewardship;
- ethical behaviour.

## 5.1.1 G1. ISO Standards Used Everywhere

The main outcome indicators and associated measures related to this goal are:

Indicators for G1	Measures
Increased use of TC309 standards	# deliverables nationally used and adopted
Standards users and the general public recognise ISO/TC 309 as a global leader in field of organizational governance	# references to TC309 standards by others, diversity important

TC309 will generate these outcomes by achieving two strategic priorities, each with associated strategic initiatives.

### *Priority P1.1 Demonstrate Benefits of TC309 Standards*

**Indicator of success:** More information about the benefits of standards is available to members, stakeholders and the general public

The primary mechanism for achieving this priority is through an increase in availability of information on benefits, which will be generated through **two Strategies**:

Strategy Nr and Name	Description	Measure
S1.1 Case studies	Develop case studies with quantitative and qualitative data on the benefits [As part of S1.5 Resource Hub]	<ul style="list-style-type: none"> <li>M1.1 Number of Contributions by TC309 to online reference library with benefits of standards (1.1.3 &amp; 4P)</li> </ul>
S1.2 Resource materials	As part of S1.5 Resource Hub, develop resource for NSB, Liaison and other third-party organizations on the benefits of the TC309 standards and other documentation	<ul style="list-style-type: none"> <li>M1.2 Number of resource materials</li> <li>M1.3 Number of visits and downloads of resource materials from TC309 website</li> </ul>

### *Priority P1.2 Innovate products and services of TC309 to meet users' needs*

#### **Indicators of Success**

- 1.2a Increased engagement with standards users and experts about their needs (internal - experts, NSBs) and external (liaison organization, and the full range of potential users)
- 1.2b Innovation in standards development processes, tools and products

Innovations in TC309 products and services for meeting users' needs will be achieved through four strategies:

Strategy Nr and Name	Description	Measure
S1.3 Stakeholder Materiality Map	Develop case studies with quantitative and qualitative data on the benefits [As part of S1.5 Resource Hub]	<ul style="list-style-type: none"> <li>M1.4 Materiality Map developed</li> </ul>
S1.4 Engage proactively to co-shape organizational governance developments	Proactively finding out what is necessary & shaping. This is linked with S2.2 trend identification and also Portfolio options	<ul style="list-style-type: none"> <li></li> </ul>

<b>S1.5 Sponsored standard</b>	Make ISO 37000 freely available as foundational approach for Climate Emergency as a sponsored standard	<ul style="list-style-type: none"> <li>• M1.5 ISO 37000 freely available</li> </ul>
<b>S1.6 TC309 Resource Hub</b>	<p>Develop with or build on ISO-ESG, ISO ESG Resource Hub to be developed and CCCC work to develop a guidance hub to enable stakeholders to orient themselves in relation to ISO and other governance framework related materials - both within and outside ISO.</p> <p>The TC309 Resource hub should also enable users of individual TC309 standards and deliverables to gain an overview of all other related materials that they can use on their development journey.</p>	<ul style="list-style-type: none"> <li>• M1.6 Resource hub developed and available</li> </ul>

Outputs include the range of ISO deliverables such as International Standards and Technical Reports as well as web pages and other materials that provide guidance and facilitate communication on how to use the Committee’s standards.

The deliverables will:

- include, where applicable, training material and practical tools to put the standards into use;
- be coherent, practical and user-friendly;
- provide consistency and alignment of outputs across both this committee’s work and that of other committees;
- be capable of integration into other systems and practices;
- provide clarity on aspects of accountability, direction and control of organizations for all types and sizes of organization operating anywhere; and
- include requirements and/or guidance for compliance management systems, anti-bribery management systems and whistleblowing management systems.

**Note:** It is not intended for ISO/TC 309 to have primary responsibility for specific topic areas such as quality, environment, asset management, occupational health and safety, and resilience which are the responsibility of other existing ISO committees.

### 5.1.2 G2. Meeting Global Needs

The main outcome indicators and associated measures related to this goal are:

Indicators for G2	Measures
A reduction in standards [/deliverables] development time	Deliverables are developed in timely manner
Proposals for new work increasingly address global needs	Emerging global needs are addressed

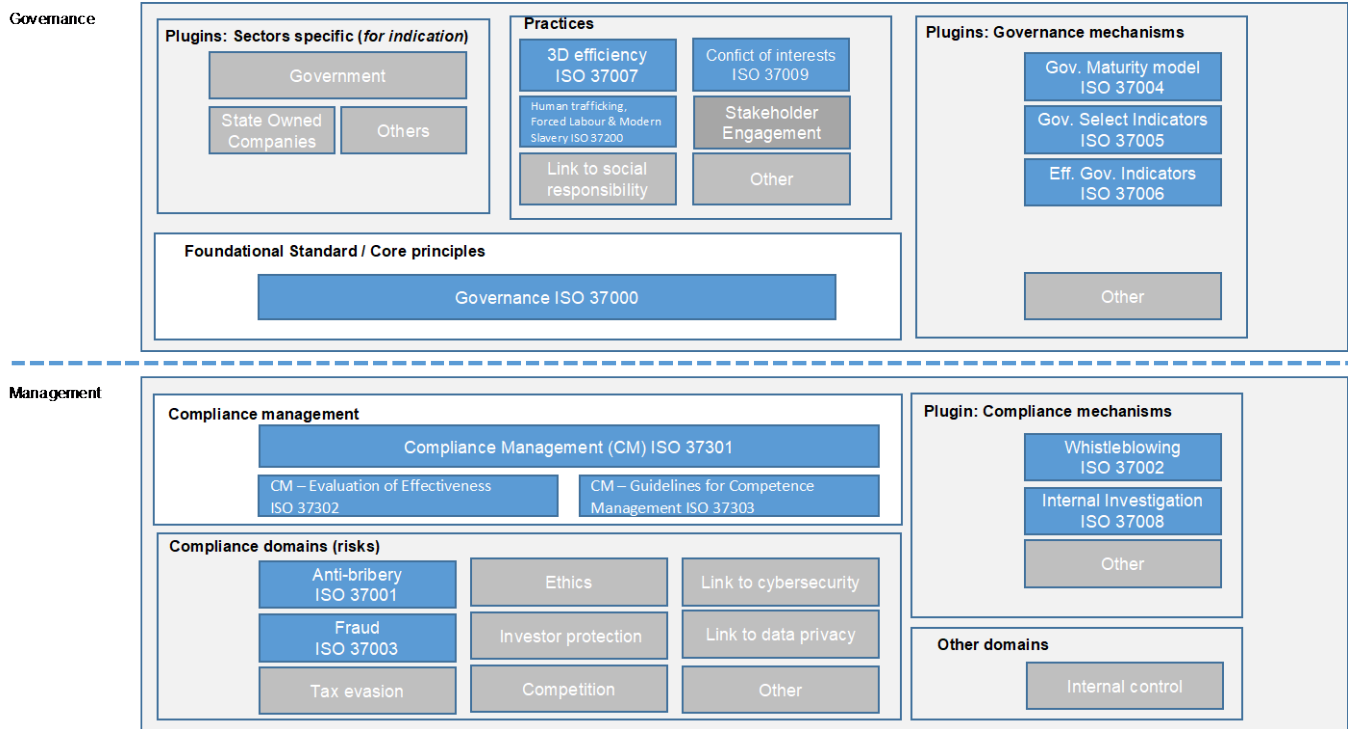
TC309 will generate these outcomes by achieving two strategic priorities, each with associated strategic initiatives.

*P2.1 Deliver standards when the market needs them*

The key indicator of success here is the time to market with a TC309 deliverable. The key to success is to develop a Portfolio Approach to strategically develop and evaluate options for cost effectively focusing efforts.

Strategy Nr and Name	Description	Measure
S2.1 Governance trends detection	Development in regulations, natural environment, stakeholder expectations, digitalization etc. are continuing to accelerate in complex ways. Trends also relate to the differentiated movement and development of different stakeholder groups within and across sectors, countries, and development issues. Trends need to be detected, evaluated, and possible responses considered. Trends also relate to sectoral, organization specific or national governance regulators and guidance developers. This strategic initiative is related to the Portfolio and Resource Hub and ISO's Foresight Roadmap initiative. Close liaison with CCCC, ESG Task Force and other cross ISO work is a key success factor	<ul style="list-style-type: none"> <li>▪ M2.1 Speed and extent of governance pattern change / trend detection.</li> </ul>
S2.2 Portfolio approach	<p>Develop a variety of products to reflect complexity and urgency of projects (includes deliverables and strategies of responding to the expectations of the full herd of potential users). Link this with the ISO Foresight Roadmap project being developed. This also includes development of deliverables and resource materials that enable users to become aware of and use existing standards and deliverables for existing issues (e.g. meeting ESG disclosure framework requirements using existing standards - this is linked to <b>S1.5 Resource Hub</b>). Liaise with JTC1 to learn about their trend identification and evaluation process.</p> <p>Possible objectives/criteria for portfolio option evaluation:</p> <ul style="list-style-type: none"> <li>• Costs, Benefits (number of users, impact potential of need, uniqueness of ISO contribution, complementarity to other solutions), Probability of Success</li> <li>• Portfolio domains are the WGs of the TC309</li> <li>• Various ISO deliverables are the options within each portfolio domain that can be developed incrementally – depending on the cost benefit considerations (International Standards, Technical Specifications, Publicly Available Specifications, Technical Reports, International Workshop Agreements);</li> </ul>	<ul style="list-style-type: none"> <li>▪ M2.2 Time to market in response to identified need.</li> </ul>

Figure 8: TC309 Strategic Roadmap



## *P2.2 Capture future opportunities for international standardization*

The key indicator of success here is **Increased number & speed of identification of global needs.**

Also overall moving from the broad base – to implementation – like the indicators, maturity models etc.

However, the field of organizational governance is continuing to evolve very rapidly, and stakeholder expectations change as a result.

Strategy Nr and Name	Description	Measure
S2.3 Options to fill gaps in deliverables as part of the Portfolio	<p>Develop a range of different deliverables options which are then integrated and evaluated in the portfolio (S2.2). NWIP proposal may, but do not have to draw on these options because it is possible for NSBs to identify very different and highly useful new work item proposals.</p> <ul style="list-style-type: none"> <li>• Governance Trends with gaps in deliverables currently identified include:Organizational Purpose related: <ul style="list-style-type: none"> <li>▪ Guidance on defining purpose</li> <li>▪ Guidance and setting strategy that contributes to SD</li> </ul> </li> <li>• Stakeholder Engagement <ul style="list-style-type: none"> <li>▪ Engaging stakeholders in setting org strategy with reference to targets, thresholds, and balancing trade-offs</li> <li>▪ Stakeholders' involvement in defining material social and environmental outcomes and impacts</li> <li>▪ Gender lens, vulnerable, inclusive</li> </ul> </li> <li>• GRC <ul style="list-style-type: none"> <li>▪ More on controlling</li> <li>▪ More with resilience</li> <li>▪ Governing through crises</li> <li>▪ Governing through supply chain disruptions</li> <li>▪ More with digital transformation</li> </ul> </li> <li>• Digitalization and associated transformations</li> <li>• Collaboration <ul style="list-style-type: none"> <li>▪ Develop strategies for supporting SDG 17 Partnership for the Goals - Collaboration is a necessary activity for the achievement of many of the SDGs. The full wording of SDG17 goal is: "Strengthen the means of implementation and revitalize the global partnership for sustainable development." Organizational governance that supports Purpose-led organizations leads to collaboration <ul style="list-style-type: none"> <li>▪ through TC309 deliverables</li> </ul> </li> </ul> </li> <li>• Sector or type specific <ul style="list-style-type: none"> <li>▪ Corporate governance</li> <li>▪ City governance / local government organizations</li> </ul> </li> <li>• Sustainable Development <ul style="list-style-type: none"> <li>▪ Guide 82 and improvements/current</li> <li>▪ How to scale up and speed up through organizational governance</li> <li>▪ Specific guidance for governing groups on SD related topics (like CGI on governance and climate; building on ISO 26000 topics but from governance perspective and current ESG related topics - the bridge from governance perspective)</li> </ul> </li> </ul>	M2.3 Gaps in deliverables needed are closed.
S2.4 Develop Conformity Assessment Conversion Avenues for TC309's guidance standards	<ul style="list-style-type: none"> <li>▪ Work with regulators and standard setters to see how conformity assessment of G can add value</li> <li>▪ Leverage ISO MSS as integration point</li> <li>▪ Develop avenues for converting as many of TC309's guidance standards as possible into requirement standards that conformity assessment and identify which areas most beneficial</li> <li>▪ Consistently review and determine market need opportunity</li> </ul>	M2.4 Number of TC309 requirement standards is increased.

### 5.1.3 G3 All Voices Heard

The main outcome indicators and associated measures related to this goal are:

Indicators for G3	Measures
Increased diversity of participants in ISO system (technical and governance level)	Diversity Gender and country representation in committee leadership positions
	Diversity of P-membership in TC309 (regions, devco, etc)

#### *P3.1 Strengthen ISO members through Capacity building*

Strategy Nr and Name	Description	Measure
S.3.1 Portfolio of developing country support developed and executed.	Includes supporting APDC, finding out needs, developing options (including training, awareness sessions, twinning arrangements etc)	<ul style="list-style-type: none"> <li>M3.1 Identified diversity needs met, incl. for leadership positions</li> </ul>

#### *P3.2 Advance inclusivity and diversity in the ISO system*

Strategy Nr and Name	Description	Measure
S3.2 Increase inclusivity through innovations in processes of participations	Includes supporting APDC, finding out needs, developing options (including training, awareness sessions, twinning arrangements etc)	<ul style="list-style-type: none"> <li>M3.2 Diversity of active expert participation increased.</li> </ul>

## 5.1.4 G4 Foundational, Learning & Development /Enabling

- Diverse, competent, and sufficient number of experts
- Organized and operating effectively and efficiently
- Effective tools, coordination, meeting, and communication processes

### *P4.1 Human capital development*

Strategy Nr and Name	Description	Measure
S4.1 Develop requisite expert participation	<ul style="list-style-type: none"> <li>▪ Identify expectations and review experiences and satisfaction of existing experts in order to develop options for increasing and optimizing meaningful participation.</li> <li>▪ Identify competency and diversity needs necessary for the achievement of the goals and support NSBs as well as Liaison organizations to nominate experts. Experts for emerging topics and underrepresented/ focus areas - directors and other key stakeholder categories (could add mapping of liaison against ESG categories)</li> <li>▪ NMCs national consensus, promotion</li> </ul>	<ul style="list-style-type: none"> <li>▪ M4.1 Increase number of diverse, competent and engaged experts</li> </ul>

### *P4.2 Organizational capital development*

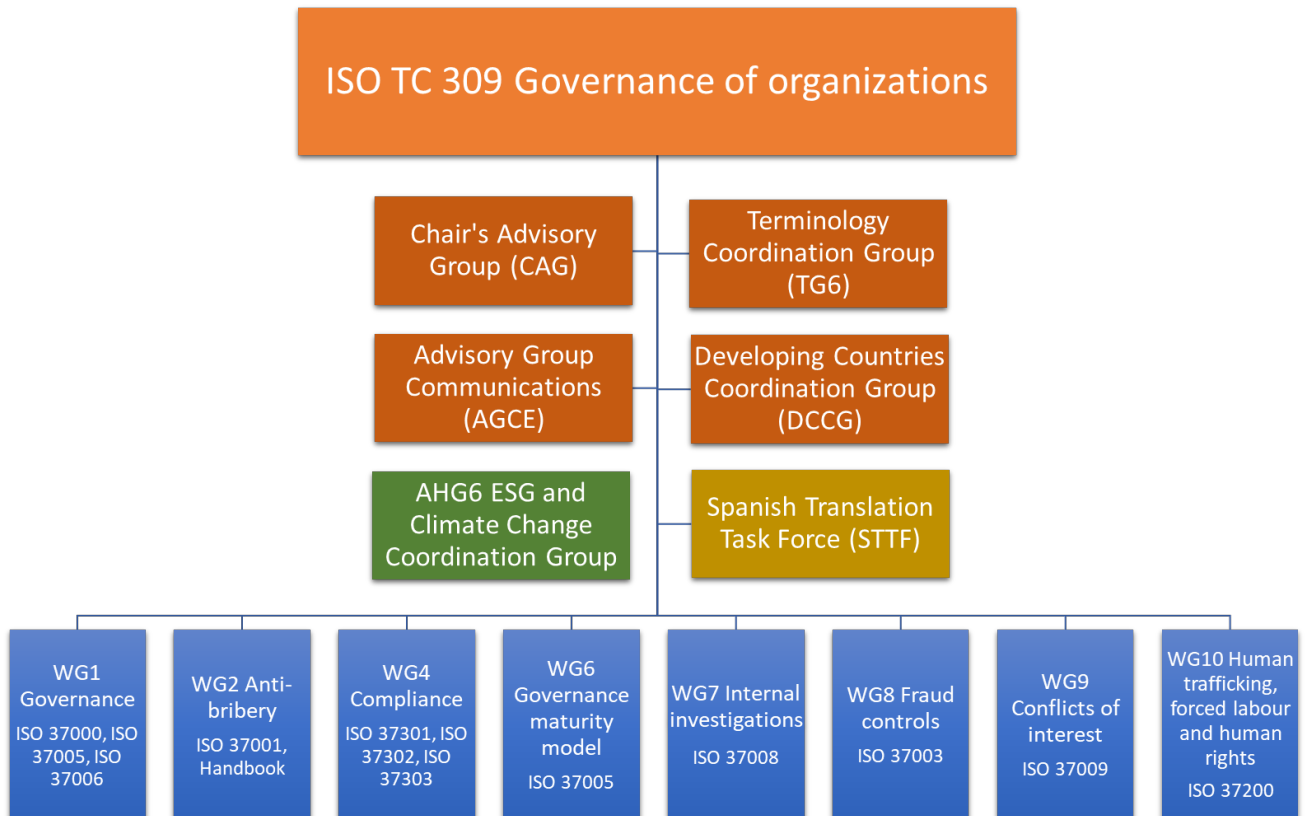
Strategy Nr and Name	Description	Measure
S4.2 Develop structure and processes of TC309	<ul style="list-style-type: none"> <li>• Conduct annual evaluations of TC and WG leadership</li> <li>• Review and develop organizational structure and terms of reference of TC309 committee roles (incl. Committees, WGs, PTs, and communication functions) to optimize the achievement of the strategic goals through the identified strategies. E.g. there might need to be addition committee relating to trends and portfolio evaluation which need to liaise with CAG, DevCo, communication, etc. There would also need to be way to coordinate work with the leadership and experts of the WGs and participation in ISO wide coordination groups - such as CCCC and ESG. Develop also the capacity to organize public consultation inputs (which are again also coordinated through ISO task forces at times - but</li> </ul>	<ul style="list-style-type: none"> <li>○ M4.2 Optimized committee structure and processes</li> </ul>

Strategy Nr and Name	Description	Measure
	<p>require specific input from TC309. The input from TC309 to the wider work and stakeholder engagement as part of ISO CCCC, ESG, and other initiatives needs to be worked out and organized.</p> <ul style="list-style-type: none"> <li>• Effective tools, coordination, meeting, and communication processes</li> <li>• Identify structured and unstructured development needs and opportunities for TC309 members.</li> <li>• Liaison - wellbeing, ESG, Climate, Risk, Finance, HR, SD (82), MSS revision</li> <li>• Specifically in SDD, ESG, external liaisons as per SAG external list</li> </ul>	

## 5.2 Structure and organization of TC309

Figure 9 illustrates the current overall structure of TC309.

Figure 9: Structure of ISO/TC309 Governance of organization (1st September 2023)



## **6 FACTORS AFFECTING COMPLETION AND IMPLEMENTATION OF THE ISO/TC WORK PROGRAMME**

### **6.1 Assessing and mitigating risk**

ISO/TC 309 will assess and mitigate the risks that might arise in relation to the completion and implementation of its Delivery Strategy. This requires engagement by all the key stakeholders, i.e. TC leadership, conveners and members of the various working groups, and task group, internal and external liaisons, ISO Central Secretariat and national mirror committees.

### **6.2 Effective collaboration and engagement**

ISO/TC 309 has a wide and varied scope that touches many disciplines. It is important that the Committee continues to identify and extend liaisons and cooperate with other committees and organizations to create an understanding of its work. This includes engagement with industry, academia, professional organizations, not for profit or non-government organizations, etc.

TC 309 needs the expertise from other TC members in order to be up-to-date in its thinking, to be sensitive to the environment in which it operates, and to gain credibility among stakeholders. To address this need, TC309 will create a structure that recognizes the interests and expertise needed to create credible and trusted standards and actively encourage their participation through the leadership and membership of the Committee.

### **6.3 Limitations on time of experts**

The potential breadth of the Committee's work may strain the ability of NMBs to provide appropriate resources. As part of the submission of new work, member bodies will be encouraged to conduct preliminary work with other members to establish the global need for new standards and the likelihood of attracting sufficient experts to develop a quality standard in a timely manner. TC309 has agreed a voluntary process for review of proposals by the Chair's Advisory Group (CAG) in order to help ensure that proposals are within the TC's scope and the parameters of the Strategic Business Plan. This is ultimately designed to help improve the consensus-building process.

The cost of hosting and attending meetings can also limit the ability for many member bodies to host, and their delegates and liaisons to participate. Organizers will strive to minimize the number of physical meetings or alternatively hosting in easy-to-access venues or, using virtual meeting options when possible, etc

TC309 also recognises that meeting face to face has its benefits but this must be balanced with the need to reduce our carbon footprint and the need to be aware of public health risks (e.g. during a pandemic/epidemic).

As with all ISO committee's ISO/TC 309 is aware of the time commitments demanded of leadership, delegates and experts on the committee and its various working groups, task groups and ad hoc groups (WG/TG/AHG).

Where possible, TC309 groups will look to encourage:

- Efficient use of time between physical meetings;
- Efficient use of ISO Zoom or WebEx and other online tools to carry out its work;
- Effective co-ordination of meeting time and location, including collective WG/TG/AHG meetings. This includes varying meeting locations across continents or regions and ensuring, where possible, no clash with the timings of meetings of external liaisons;
- The provision of maximum possible notice of meetings to delegates.

## 6.4 Management / Development of Work

Slow development of standards might result in decreased relevance and interest or alternatively higher quality of the deliverable. This risk and opportunity will have to be balanced and managed. Experts are usually very busy in their normal work with limited time for ISO activities. In order to reduce the possibility of delays in the development of drafts and reviews, realistic timetables will be set and monitored closely and if delays occur, mitigating measures will be put in place (e.g. re-assignment of actions or roles) and decisions made (e.g. extension or cancellation of project) in a timely manner.

## 6.5 Terminology Co-ordination

With so many ISO committees and ISO/TC 309 sub-committees covering aspects of governance, there may be a variance in terminology used. ISO/TC 309 has established a Task Group for Terminology Coordination (TG6) responsible for monitoring the terms and definitions used in its deliverables to ensure consistency, as well as provide guidance to other ISO committees. TG6 has the role of coordinating with the other ISO/TC 309 WGs and establishing a process for managing terminology in TC309, including the development of a database which shows terminology used in drafts (the [ISO online browsing platform](#) only shows published terms and definitions). Each WG nominates a representative to TG6 to help with the coordination with TG6 and between other WGs, although direct coordination between WG is also encouraged.

## 6.6 Legal and Regulatory Factors

Governance may be impacted by complex legal, jurisdictional and liability issues. Standards that do not recognize these factors run the possibility of creating new risks to individuals and organizations. In addition, government and regulatory policy for governance may be mature in some countries and less so in others. ISO/TC309 has an opportunity to (further) develop standards (e.g. in areas of compliance, whistleblowing, anti-bribery, governance, and prevention of corruption and fraud) that both complement existing, and inform the development of, new policy and regulatory frameworks.

ISO/TC 309 deliverables will not replace, undermine or negate existing national policy, regulation or legislation but will support such instruments. The growth in volume and range of international guidance suggests that government and regulators globally are showing an increasing interest in governance and management systems that support governance.

ISO/TC 309 needs to be sensitive to the fact that governance is a relatively new topic for some members and potential members. There will be differences in approaches to governance however with the increasing global interconnectedness of countries, communities and organizations, there is the potential for greater collaboration. Standardization in this context can play a pivotal role in reducing instances of significant and unhelpful variations in regulatory and legal structures.

## 6.7 Specific Interests

In common with other ISO committees, and indeed within ISO itself, there are some stakeholder groups that have specific issues and challenges in relation to standardization relating to governance issues. There will be a structure in place within ISO/TC309 to assist those groups in addressing their issues.

- **Developing Countries**

NMBs from developing countries may face a multitude of issues that could prevent them from fully and actively participating in the work of ISO/TC 309, including economic disparities, rapid population changes, mass migration as a result of climate change and war, social issues relating to poverty and unemployment and the after-effects of natural disasters, etc.

ISO/TC 309 has established a Developing Countries Coordination Group (DCCG) to focus on the current and future standardization needs of developing countries. In this context, the group proposes collaborative mechanisms to support the following:

- Sharing best practices and resources among TC 309 developing countries to identify their standardization needs and priorities;
  - Explore possible resourcing partnerships, including regional and international networks, and among TC309 members;
  - Advise on developing country issues on current and future standardization within TC309;
  - Consider sponsorship options available to developing countries to participate in development of TC309 standards.
  - Using of twinning as a means to build capacity and enhance participation.
- **SMEs**  
Small and medium enterprises (often classified as organizations with up to 250 employees) face particular challenges in implementing standards in general, and may face specific challenges in relation to the Committee deliverables in this new topic area. The Committee will ensure that it properly addresses the issues facing SMEs. Governance is increasingly seen as a means for organizations of all types and sizes to determine purpose, set direction, and achieve that purpose. SMEs with good governance have greater potential to realize their objectives.
  - **Consumers**  
Through its COPOLCO group, ISO undertakes a range of activities to promote and encourage consumer interests in standards. ISO/TC309 will engage with COPOLCO as appropriate.

## 7 CURRENT PROJECTS AND PUBLICATIONS OF THE ISO/TC

The list of standards under development can be viewed on the [ISO/TC 309 website](#)

Table 10 below lists TC309 standards and other related publications.

*Table 2: ISO/TC 309 Published Projects (as of 1<sup>st</sup> March 2023)*

Standard	Title	Status
<a href="#">ISO 37001:2016</a>	Anti-bribery management systems — Requirements with guidance for use	Published (Sep-16)
<a href="#">ISO 37002:2021</a>	Whistleblowing management systems — Guidelines	Published (Aug-21)
<a href="#">ISO 37301:2021</a>	Compliance management systems — Requirements with guidance for use	Published (Apr-21)
<a href="#">ISO 37000:2021</a>	Governance of organizations — Guidance	Published (Sept-21)
<a href="#">ISO 37001 Handbook</a>	ISO 37001:2016 Anti-bribery management systems. A practical guide	Published (May-21)
<a href="#">ISO 17021-13:2021</a>	Competence requirements for compliance management systems (CASCO)	Published (Dec-21)
<a href="#">ISO 17021-9:2016</a>	Competence requirements for anti-bribery management system (CASCO)	Published (Oct-16)



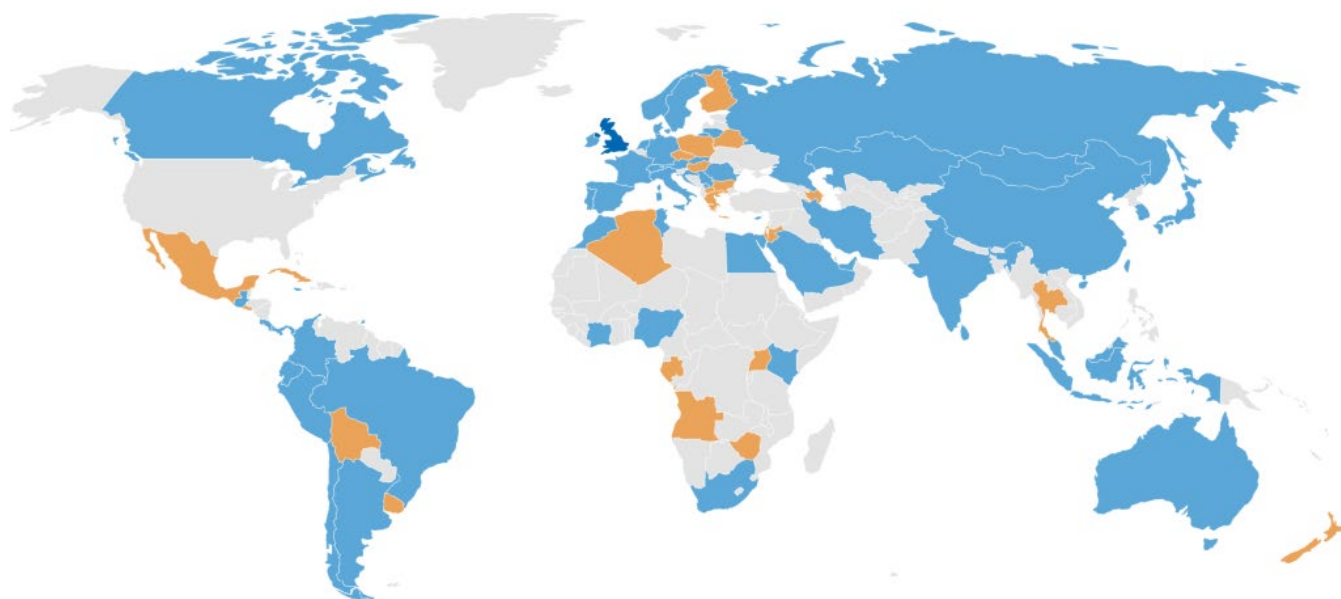
## 7.1 REPRESENTATION AND PARTICIPATION IN THE ISO/TC

### 7.1.1 Membership

**Countries/ISO member bodies that are P and O members of the ISO committee –**  
**[http://www.iso.org/iso/iso\\_technical\\_committee?commid=6266703](http://www.iso.org/iso/iso_technical_committee?commid=6266703)**

### 7.1.2 Analysis of the participation

Figure 10: TC309 Members at 1 March 2023



This map is designed to visually demonstrate the geographic distribution of our Members. The boundaries shown do not imply an official endorsement or acceptance by ISO.  
Source: [Map](#) on ISO Website

Blue designates 55 Participating (P) members, orange designates 25 Observing (O) Members

Updated members' list is available on the [ISO Website](#)

Analysis of the membership of ISO/TC309 is critical in order to help us understand how we can properly engage with those countries or regions where we have members, but equally importantly, where we have gaps and how we might attempt to engage with those countries or regions. This analysis will be:

- ➔ Geographical;
- ➔ By GDP;
- ➔ World Bank Governance Indicators (WGI).

As part of this process we will also review:

- External liaison organizations\* and gaps in the list, either geographical (eg regional bodies) or by sector (eg academia, construction);
- Internal liaisons with other ISO/IEC committees\*;
- Leadership roles for developing countries, e.g. through twinning arrangements;
- Support and training material for developing countries.

\*For list of current internal and external liaisons, see <https://www.iso.org/committee/6266703.html>

Based on the membership at 1<sup>st</sup> March 2023, membership of TC309 breaks down as follows:

## Geographical

Table 3: Geographic distribution of membership

Region	P members	O Members	Total
Africa	7 (7)	5 (2)	12 (9)
Asia/Australasia	15 (8)	6 (7)	21 (15)
Europe	20 (17)	9 (8)	29 (25)
North and Central America (incl. Caribbean)	7 (9)	3 (1)	10 (10)
South America	6 (4)	2 (0)	8 (4)

Number in brackets is previous calculation based on membership on 16 January 2018.

## By GDP – based on [World Bank data](#) as at 18<sup>th</sup> November 2022

Table 4: Distribution of membership according to GDP

GDP ranking	P members	O Members	Total
1-20	18 (17)	1 (2)	19 (19)
21-50	16 (16)	7 (8)	23 (24)
51-100	16 (9)	13 (5)	29 (14)
101-150	4 (2)	4 (2)	8 (4)
150+	1 (0)	0 (1)	1 (1)

Number in brackets is previous calculation based on data as at 1 July 2017.

## By [World Bank Governance Indicators](#) (WGI) 2021

Table 5: Distribution of membership according to WGI Ranks

WGI Rank* – regulatory quality	Total countries in range	P members	O Members
80-100	43 (42)	17 (20)	6 (6)
60-79	42 (42)	16 (8)	6 (6)
40-59	41 (41)	13 (10)	5 (2)
20-39	41 (42)	7 (3)	3 (1)
Below 20	42 (42)	2 (4)	5 (3)

WGI Rank* – rule of law	Total countries in range	P members	O Members
80-100	43 (42)	18 (18)	6 (6)
60-79	42 (42)	11 (6)	4 (4)
40-59	41 (41)	16 (9)	5 (4)
20-39	41 (42)	8 (9)	6 (3)
Below 20	42 (44)	2 (3)	4 (1)

WGI Rank* – control of corruption	Total countries in range	P members	O Members
80-100	43 (42)	17 (17)	6 (5)
60-79	42 (42)	11 (8)	3 (4)
40-59	41 (41)	12 (10)	6 (6)
20-39	42 (40)	12 (6)	7 (2)
Below 20	41 (41)	3 (4)	3 (1)

\* Percentile rank among all countries (ranges from 0 (lowest) to 100 (highest) rank)

## 7.2 Information on ISO online

There is a dedicated website for TC309 and its projects at: <https://committee.iso.org/home/tc309>

There is further information on ISO's website:

- Committee structure and projects: <https://www.iso.org/committee/6266703.html>
- Committee membership: <https://www.iso.org/committee/6266703.html?view=participation>

## 8 Reference

[General information on the principles of ISO's technical work](#)

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