

ISO 37009:2025-09 (E)

Conflict of interest in organizations - Guidance

Contents		Page
Foreword		v
Introduction		vi
1	Scope	1
2	Normative references	1
3	Terms and definitions	1
4	Understanding conflict of interest	4
4.1	General	4
4.2	Nature of interest	5
4.2.1	General	5
4.2.2	Personal interest	5
4.2.3	Organizational interest	5
4.3	Category of conflict of interest	5
4.3.1	General	5
4.3.2	Actual conflict of interest	6
4.3.3	Apparent conflict of interest	6
4.3.4	Potential conflict of interest	6
5	Framework	6
5.1	General	6
5.2	Principles	7
5.2.1	General	7
5.2.2	Trust	7
5.2.3	Integrity	8
5.2.4	Transparency	8
5.2.5	Accountability	8
6	Leadership	9
6.1	Leadership and commitment	9
6.2	Policy	9
6.3	Roles and responsibilities	9
6.3.1	Governing body	9
6.3.2	Top management	9
7	Support	10
7.1	Resources	10
7.2	Competence	10
7.3	Awareness and training	10
7.4	Communication	11
8	Process	11
8.1	General	11
8.2	Identification	12
8.2.1	General	12
8.2.2	Identification process	12
8.2.3	Disclosure	13
8.3	Assessment	13
8.3.1	General	13

8.3.2	Assessment process	13
8.4	Resolution	14
8.4.1	General	14
8.4.2	Resolution process	14
8.5	Monitoring	14
8.5.1	General	14
8.5.2	Monitoring strategies	14
9	Performance evaluation	15
9.1	Review, assessment and compliance	15
9.2	Evaluating framework effectiveness	15
Annex A (informative) Managing conflict of interest		16
Bibliography		20