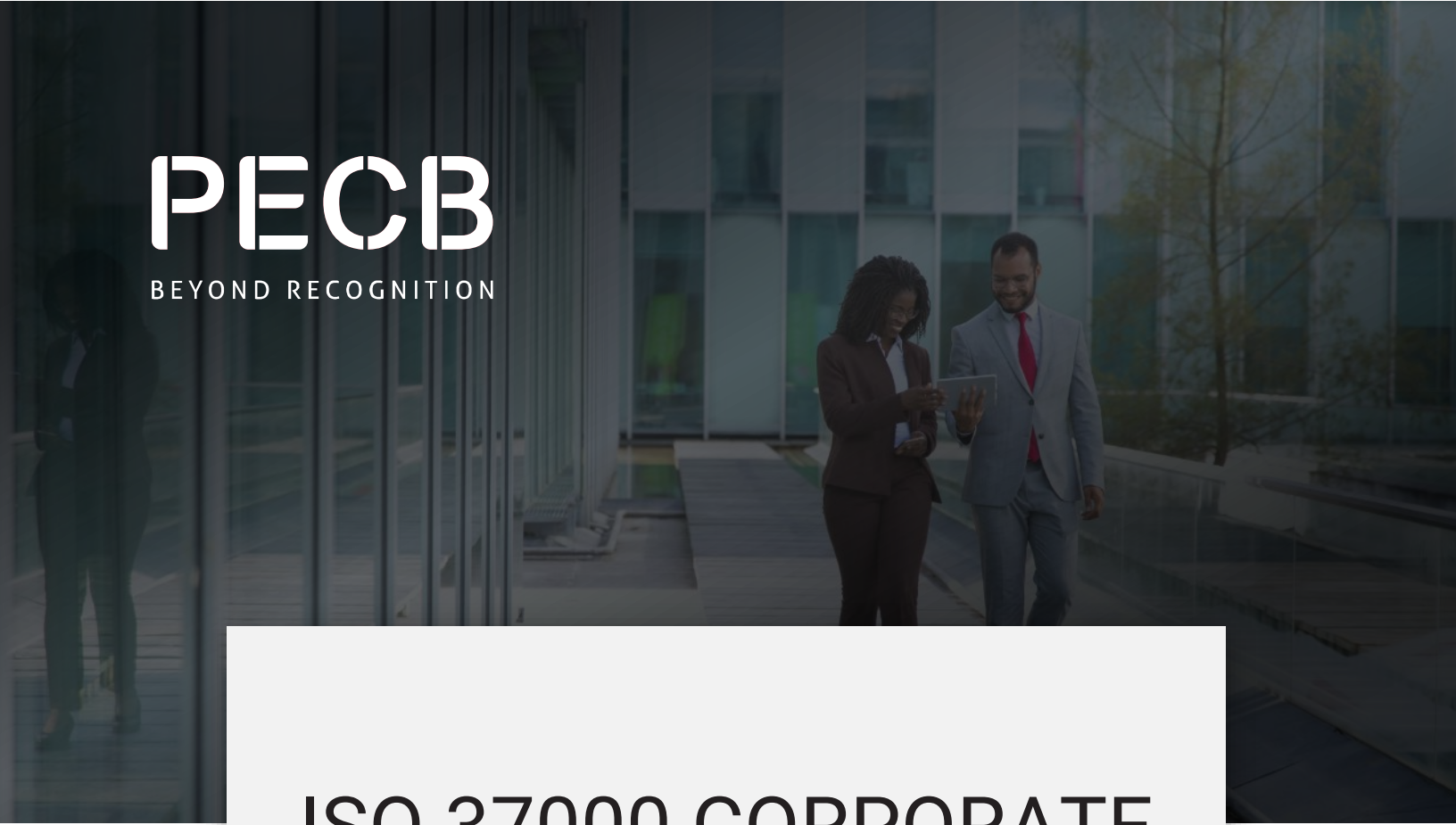


The logo for PECB, featuring the letters 'PECB' in a bold, white, sans-serif font. The letters are slightly spaced out, and the 'P' and 'C' have a unique, modern design with cutouts.

**PECB**

BEYOND RECOGNITION

A background image showing a modern office environment with large glass windows. In the foreground, a woman in a dark suit and a man in a light suit are walking and looking at a tablet together. The image is slightly dimmed to allow the text to stand out.

# ISO 37000 CORPORATE GOVERNANCE MANAGER

## **Candidate Handbook**

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## SECTION I: INTRODUCTION

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### About PECB

PECB is a certification body that provides education<sup>1</sup>, certification, and certificate programs for individuals on a wide range of disciplines.

Through our presence in more than 150 countries, we help professionals demonstrate their competence in various areas of expertise by providing valuable evaluation, certification, and certificate programs against internationally recognized standards.

### Our key objectives are:

1. Establishing the minimum requirements necessary to certify professionals and to grant designations
2. Reviewing and verifying the qualifications of individuals to ensure they are eligible for certification
3. Maintaining and continually improving the evaluation process for certifying individuals
4. Certifying qualified individuals, granting designations and maintaining respective directories
5. Establishing requirements for the periodic renewal of certifications and ensuring that the certified individuals are complying with those requirements
6. Ascertaining that PECB professionals meet ethical standards in their professional practice
7. Representing our stakeholders in matters of common interest
8. Promoting the benefits of certification and certificate programs to professionals, businesses, governments, and the public

### Our mission

Provide our clients with comprehensive examination, certification, and certificate program services that inspire trust and benefit the society as a whole.

### Our vision

Become the global benchmark for the provision of professional certification services and certificate programs.

### Our values

Integrity, Professionalism, Fairness

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<sup>1</sup> Education refers to training courses developed by PECB and offered globally through our partners.

## The Value of PECB Certification

### Global recognition

PECB credentials are internationally recognized and endorsed by many accreditation bodies, so professionals who pursue them will benefit from our recognition in domestic and international markets.

The value of PECB certifications is validated by the accreditation from the International Accreditation Service (IAS-PCB-111), the United Kingdom Accreditation Service (UKAS-No. 21923) and the Korean Accreditation Board (KAB-PC-08) under ISO/IEC 17024 – General requirements for bodies operating certification of persons. The value of PECB certificate programs is validated by the accreditation from the ANSI National Accreditation Board (ANAB-Accreditation ID 1003) under ANSI/ASTM E2659-18, Standard Practice for Certificate Programs.

PECB is an associate member of The Independent Association of Accredited Registrars (IAAR), a full member of the International Personnel Certification Association (IPC), a signatory member of IPC MLA, and a member of Club EBIOS, CPD Certification Service, CLUSIF, Credential Engine, and ITCC. In addition, PECB is an approved Licensed Partner Publisher (LPP) from the Cybersecurity Maturity Model Certification Accreditation Body (CMMC-AB) for the Cybersecurity Maturity Model Certification standard (CMMC), is approved by Club EBIOS to offer the EBIOS Risk Manager Skills certification, and is approved by CNIL (Commission Nationale de l'Informatique et des Libertés) to offer DPO certification. For more detailed information, click [here](#).

### High-quality products and services

We are proud to provide our clients with high-quality products and services that match their needs and demands. All of our products are carefully prepared by a team of experts and professionals based on the best practices and methodologies.

### Compliance with standards

Our certifications and certificate programs are a demonstration of compliance with ISO/IEC 17024 and ASTM E2659. They ensure that the standard requirements have been fulfilled and validated with adequate consistency, professionalism, and impartiality.

### Customer-oriented service

We are a customer-oriented company and treat all our clients with value, importance, professionalism, and honesty. PECB has a team of experts who are responsible for addressing requests, questions, and needs. We do our best to maintain a 24-hour maximum response time without compromising the quality of the services.

### Flexibility and convenience

Online learning opportunities make your professional journey more convenient as you can schedule your learning sessions according to your lifestyle. Such flexibility gives you more free time, offers more career advancement opportunities, and reduces costs.

## PECB Code of Ethics

The Code of Ethics represents the highest values and ethics that PECB is fully committed to follow, as it recognizes the importance of them when providing services and attracting clients.

The Compliance Division makes sure that PECB employees, trainers, examiners, invigilators, partners, distributors, members of different advisory boards and committees, certified individuals, and certificate holders (hereinafter “PECB professionals”) adhere to this Code of Ethics. In addition, the Compliance Division consistently emphasizes the need to behave professionally and with full responsibility, competence, and fairness in service provision with internal and external stakeholders, such as applicants, candidates, certified individuals, certificate holders, accreditation authorities, and government authorities.

It is PECB’s belief that to achieve organizational success, it has to fully understand the clients and stakeholders’ needs and expectations. To do this, PECB fosters a culture based on the highest levels of integrity, professionalism, and fairness, which are also its values. These values are integral to the organization, and have characterized the global presence and growth over the years and established the reputation that PECB enjoys today.

PECB believes that strong ethical values are essential in having healthy and strong relationships. Therefore, it is PECB’s primary responsibility to ensure that PECB professionals are displaying behavior that is in full compliance with PECB principles and values.

PECB professionals are responsible for:

1. Displaying professional behavior in service provision with honesty, accuracy, fairness, and independence
2. Acting at all times in their service provision solely in the best interest of their employer, clients, the public, and the profession in accordance with this Code of Ethics and other professional standards
3. Demonstrating and developing competence in their respective fields and striving to continually improve their skills and knowledge
4. Providing services only for those that they are qualified and competent and adequately informing clients and customers about the nature of proposed services, including any relevant concerns or risks
5. Informing their employer or client of any business interests or affiliations which might influence or impair their judgment
6. Preserving the confidentiality of information of any present or former employer or client during service provision
7. Complying with all the applicable laws and regulations of the jurisdictions in the country where the service provisions were conducted
8. Respecting the intellectual property and contributions of others
9. Not communicating intentionally false or falsified information that may compromise the integrity of the evaluation process of a candidate for a PECB certification or a PECB certificate program
10. Not falsely or wrongly presenting themselves as PECB representatives without a proper license or misusing PECB logo, certifications or certificates
11. Not acting in ways that could damage PECB’s reputation, certifications or certificate programs
12. Cooperating in a full manner on the inquiry following a claimed infringement of this Code of Ethics

To read the complete version of PECB’s Code of Ethics, go to [Code of Ethics | PECB](#).

## **Introduction to ISO 37000 Corporate Governance Manager**

ISO 37000 is an international standard providing guidance on good governance practices for organizations of all types and sizes. It offers key aspects of practice to integrate governance principles into organizational structures, decision-making processes, and overall strategy. The standard emphasizes ethical leadership, responsible stewardship, and long-term value creation, encouraging organizations to adopt transparent, accountable, and effective governance practices. ISO 37000 promotes stakeholder engagement and ensures that governance mechanisms align with the organization’s purpose, performance, and societal impact.

The ISO 37000 Corporate Governance Manager training course is designed to equip participants with the necessary skills and knowledge to manage the integration of governance framework based on the principles outlined in ISO 37000. Through this course, participants learn how to establish and manage governance structures that foster ethical behavior, ensure accountability, and support organizational sustainability. The training emphasizes responsible governance, enabling governance managers to strengthen decision-making processes, manage risks effectively, and align governance with stakeholder expectations.

The “ISO 37000 Corporate Governance Manager” credential is a professional certification for individuals who seek to demonstrate competence in planning and managing corporate governance frameworks. This certification validates the ability to guide organizations in establishing ethical leadership, effective performance, and responsible stewardship, ensuring alignment with ISO 37000 governance principles and contributing to long-term organizational success.

PECB certifications are not a license or simply a membership. They attest to the candidate’s knowledge and skills gained through our training courses and are issued to candidates with the required experience and who have passed the exam.

This document specifies the PECB ISO 37000 Corporate Governance Manager certification scheme in compliance with ISO/IEC 17024:2012. It also outlines the steps that candidates should take to obtain and maintain their credentials. As such, it is very important to carefully read all the information included in this document before completing and submitting your application. If you have questions or need further information after reading it, please contact the PECB international office at [certification.team@pecb.com](mailto:certification.team@pecb.com).

## SECTION II: EXAMINATION PREPARATION, RULES, AND POLICIES

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### Preparing for and scheduling the exam

All candidates are responsible for their own study and preparation for certification exams. Although candidates are not required to attend the training course to be eligible for taking the exam, attending it can significantly increase their chances of successfully passing the exam.

To schedule the exam, candidates have two options:

1. Contact one of our authorized partners. To find an authorized partner in your region, please go to [Active Partners](#). The training course schedule is also available online and can be accessed on [Training Events](#).
2. Take a PECB exam remotely through the [PECB Exams application](#). To schedule a remote exam, please go to the following link: [Exam Events](#).

To learn more about exams, competency domains, and knowledge statements, please refer to *Section III* of this document.

### Rescheduling the exam

For any changes with regard to the exam date, time, location, or other details, please contact [online.exams@pecb.com](mailto:online.exams@pecb.com).

### Application fees for examination and certification

Candidates may take the exam without attending the training course. The applicable prices are as follows:

- Lead Exam: \$1000<sup>2</sup>
- Manager Exam: \$700
- Foundation Exam: \$500
- Transition Exam: \$500

The application fee for certification is \$500.

For the candidates that have attended the training course via one of PECB's partners, the application fee covers the costs of the exam (first attempt and first retake), the application for certification, and the first year of Annual Maintenance Fee (AMF).

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<sup>2</sup> All prices listed in this document are in US dollars.

## Competency domains

The objective of the “PECB ISO 37000 Corporate Governance Manager” exam is to ensure that the candidate has understood and mastered the governance concepts, guidelines, and application of governance principles as defined in ISO 37000.

The ISO 37000 Corporate Governance Manager certification is intended for:

- Managers or consultants involved in the development and management of an organization’s corporate governance framework
- Project managers, consultants, or expert advisers seeking to master governance practices in alignment with ISO 37000 standard
- Individuals responsible for ensuring the organization adheres to relevant laws, regulations, and ethical standards related to corporate governance
- Members of a corporate governance management team looking to enhance organizational performance, accountability, and sustainability

The content of the exam is divided as follows:

- **Domain 1:** Fundamental concepts of governance of organizations
- **Domain 2:** Key governance conditions
- **Domain 3:** Primary and foundational governance principles
- **Domain 4:** Enabling governance principles and key governance outcomes
- **Domain 5:** Governance maturity



## Domain 1: Fundamental concepts of governance of organizations

**Main objective:** Ensure that the candidate is able to interpret ISO 37000 and governance main concepts.

Competencies	Knowledge statements
1. Ability to understand and explain the purpose of ISO 37000	1. Knowledge of the ISO 27000 guidelines
2. Ability to describe the advantages of ISO 37000	2. Knowledge of the main concepts and terminology of ISO 37000
3. Ability to interpret relevant frameworks in relation to corporate governance	3. Knowledge of the other ISO 37000 standards related to corporate governance
4. Ability to define and explain the main concepts and terms related to corporate governance	4. Knowledge of the advantages gained from applying the ISO 37000 guidelines
5. Ability to grasp the emergence and evolution of corporate governance	5. Knowledge of the relevant international frameworks related to corporate governance
6. Ability to interpret theories that study corporate governance	6. Knowledge of the main concepts and terminology of governance
7. Ability to explain the concept of good governance	7. Knowledge of the origin of corporate governance
8. Ability to describe the characteristics of good governance	8. Knowledge of the theories that study corporate governance
9. Ability to interpret the value generated by good governance	9. Knowledge of the characteristics of good governance
10. Ability to interpret the role of ethics and social responsibility in governance	10. Knowledge of the relationship between ethics and governance
11. Ability to identify the misconceptions about corporate governance	11. Knowledge of the relationship between social responsibility and governance
12. Ability to adapt to the emerging corporate governance trends	12. Knowledge of the main misconceptions about corporate governance
	13. Knowledge of the emerging corporate governance trends

## Domain 2: Key governance conditions

**Main objective:** Ensure that the candidate is able to identify and explain the governance conditions which support the application of governance principles.

Competencies	Knowledge statements
1. Ability to explain integrated governance	1. Knowledge of the concept of integrated governance
2. Ability to interpret the content of the governance framework	2. Knowledge of the contents of the governance framework
3. Ability to understand and establish the role of member stakeholders	3. Knowledge of the role of member stakeholders
4. Ability to understand and establish the role of stakeholders	4. Knowledge of the concepts of shareholders
5. Ability to identify the roles and responsibilities of shareholders	5. Knowledge of the roles and responsibilities of shareholders
6. Ability to determine different types of stakeholders	6. Knowledge of the different types of stakeholders
7. Ability to differentiate between governance and management	7. Knowledge of the difference between governance and management
8. Ability to understand and perform delegation	8. Knowledge of the main roles of managers
9. Ability to explain the role of support structures in delegation	9. Knowledge of the relationship between governance and delegation
10. Ability to recognize the benefits of delegation	10. Knowledge of the tools for effective delegation
11. Ability to grasp the relationship between governance and sustainability	11. Knowledge of the role of support structures in delegation
12. Ability to explain the role of leadership in sustainable governance	12. Knowledge of the obstacles and benefits of effective delegation
13. Ability to interpret the challenges in integrating SDGs into corporate strategies	13. Knowledge of the relationship between governance and sustainability
14. Ability to explain the benefits of sustainable governance	14. Knowledge of the role of leadership in sustainable governance
15. Ability to define governing body	15. Knowledge of the sustainable development goals and challenges of integrating them into corporate strategies
16. Ability to determine the composition and structure of the governing body	16. Knowledge of the benefits of sustainable governance
17. Ability to define the role of the governing body	17. Knowledge of the concept of governing body
18. Ability to explain the role of the board of directors and board governance challenges	18. Knowledge of the elements of the governing body
19. Ability to create supporting committees	19. Knowledge of the main role players in governance
20. Ability to recognize the three common board assessment approaches	20. Knowledge of the main roles of the board of directors
	21. Knowledge of the board governance challenges

- 22. Knowledge of the ways to create supporting committees
- 23. Knowledge of the main approaches to board assessment

## Domain 3: Primary and foundational governance principles

**Main objective:** Ensure that the candidate is able to apply the primary and foundational governance principles based on ISO 37000.

Competencies	Knowledge statements
1. Ability to interpret the concept of organizational purpose	1. Knowledge of the principle of organizational purpose based on ISO 37000
2. Ability to understand purpose-driven organizations	2. Knowledge of different definitions of organizational purpose
3. Ability to harmonize the personal and organizational purpose	3. Knowledge of the organizing framework of organizational purpose
4. Ability to apply the 3D model of purpose	4. Knowledge of the linear and oblique approaches for purpose development
5. Ability to foster organizational purpose and values	5. Knowledge of ways to establish the organizational purpose
6. Ability to define the organizational purpose	6. Knowledge of ways to define and establish organizational values
7. Ability to define the organizational values	7. Knowledge of elements of organizational culture
8. Ability to commit to the organizational purpose and values	8. Knowledge of the principle of value generation based on ISO 37000
9. Ability to determine the value generation model	9. Knowledge of the components of the value generation model given in ISO 37000
10. Ability to analyze the internal and external environment	10. Knowledge of the approaches for analyzing the internal and external environment
11. Ability to define value-generation objectives	11. Knowledge of the different levels of the organization structure
12. Ability to create value by achieving the value generation objectives	12. Knowledge of the key considerations when defining the value-generation objectives
13. Ability to deliver value-generation objectives	13. Knowledge of the main strategies for value creation
14. Ability to sustain value	14. Knowledge of the key considerations when delivering value generation objectives
15. Ability to establish an organizational strategy to fulfill the organizational purpose	15. Knowledge of the ways to use value-generation integrated reporting
16. Ability to differentiate between types of organizational strategies	16. Knowledge of the principle of strategy based on ISO 37000
17. Ability to set strategic outcomes	17. Knowledge of the strategy development process model
18. Ability to establish governance policies	18. Knowledge of the interconnected levels of organizational strategies
19. Ability to steer the organizational strategy	19. Knowledge of the main considerations when setting strategic outcomes
20. Ability to oversee the organization's performance	
21. Ability to implement internal control processes	
22. Ability to obtain assurance for the governance system	
23. Ability to demonstrate accountability	
24. Ability to ensure effective reporting	

20. Knowledge of the content and structure of the governance policies
21. Knowledge of steps to build the strategic plan
22. Knowledge of the principle of oversight based on ISO 37000
23. Knowledge of the main responsibilities of the governing body when exercising effective oversight
24. Knowledge of the COSO control framework
25. Knowledge of the elements and roles in the Three Lines Model
26. Knowledge of the principle of accountability based on ISO 37000
27. Knowledge of the ways to demonstrate accountability regarding governance

## Domain 4: Enabling governance principles and key governance outcomes

**Main objective:** Ensure that the candidate is able to apply the enabling governance principles and achieve the governance outcomes based on ISO 37000.

Competencies	Knowledge statements
1. Ability to engage the organization's stakeholders	1. Knowledge of the principle of stakeholder engagement based on ISO 37000
2. Ability to identify stakeholders	2. Knowledge of the history of stakeholder engagement
3. Ability to interpret the AA1000 principles for stakeholder engagement	3. Knowledge of the AA1000 principles on stakeholder engagement
4. Ability to conduct the process of engaging stakeholders	4. Knowledge of the steps in the process of engaging stakeholders
5. Ability to analyze stakeholder's requirements and expectations	5. Knowledge of the principles of effective stakeholder engagement
6. Ability to prioritize stakeholders	6. Knowledge of ways to identify and analyze stakeholder's requirements and expectations
7. Ability to recognize the benefits of stakeholder engagement	7. Knowledge of Hofstede's four dimensions of culture
8. Ability to lead the organization ethically	8. Knowledge of the benefits of stakeholder engagement
9. Ability to demonstrate effective leadership	9. Knowledge of the principle of leadership based on ISO 37000
10. Ability to explain the benefits of ethical leadership	10. Knowledge of ways to lead ethically and effectively
11. Ability to evaluate ethical leadership	11. Knowledge of the skills of effective leadership
12. Ability to address dilemmas	12. Knowledge of the actionable steps for ethical leadership
13. Ability to manage conflicts	13. Knowledge of the benefits of ethical leadership
14. Ability to recognize data as a valuable resource for decision-making	14. Knowledge of the criteria for evaluating ethical leadership
15. Ability to demonstrate data-driven decision-making (DDDM)	15. Knowledge of ways to manage dilemmas and conflicts
16. Ability to consider and manage the effects of uncertainty on the organizational purpose	16. Knowledge of the principle of Data and decisions based on ISO 37000
17. Ability to select a risk assessment methodology	17. Knowledge of ways to ensure responsible data use
18. Ability to identify, analyze, evaluate, prioritize, and treat risks	18. Knowledge of the principle of risk governance based on ISO 37000
19. Ability to document the risk assessment results	19. Knowledge of the steps to select a risk assessment methodology
20. Ability to practice effective risk management	20. Knowledge of the approaches to identify, analyze, evaluate, prioritize, and treat risks
21. Ability to demonstrate social responsibility in organizational decisions	
22. Ability to interpret the characteristics of social responsibility	
23. Ability to build social responsibility in organizational governance	

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|---|---|
| 24. Ability to report on social responsibility  | 21. Knowledge of the principle of social responsibility based on ISO 37000                |
| 25. Ability to develop and select social responsibility voluntary initiatives   | 22. Knowledge of the characteristics of social responsibility                             |
| 26. Ability to ensure that the organization remains viable  | 23. Knowledge of the ways to build social responsibility in organizational governance     |
| 27. Ability to assess system relationships  | 24. Knowledge of the process of developing social responsibility voluntary initiatives    |
| 28. Ability to assess organizational performance  | 25. Knowledge of the principle of viability and performance over time, based on ISO 37000 |
| 29. Ability to achieve the outcomes of good governance  | 26. Knowledge of the organizational impact on the environment and vice versa              |
| 30. Ability to develop and provide organizational performance results, management reports, and governance component reviews | 27. Knowledge of ways to assess system relationships and organizational performance       |
| 31. Ability to promote stewardship  | 28. Knowledge of the elements of good governance outcomes                                 |
| 32. Ability to foster ethics and integrity in an organization   | 29. Knowledge of the components of effective performance                                  |
|   | 30. Knowledge of the components of responsible stewardship                                |
|   | 31. Knowledge of the different stewardship behaviors                                      |
|   | 32. Knowledge of the components of ethical behavior                                       |
|   | 33. Knowledge of the levels of an ethical culture   |

## Domain 5: Governance maturity

**Main objective:** Ensure that the candidate is able to measure an organization’s governance maturity based on the ISO 37000 governance conditions and governance principles.

Competencies	Knowledge statements
<ol style="list-style-type: none"> <li>1. Ability to determine the governance maturity aspects: governance behavior, governance effectiveness, and governance efficiency</li> <li>2. Ability to identify certain features of governance behavior</li> <li>3. Ability to utilize the governance maturity measurement framework</li> <li>4. Ability to determine and apply measurement principles</li> <li>5. Ability to conduct measurement activities</li> <li>6. Ability to utilize the measurement scale</li> <li>7. Ability to determine the aggregation of results</li> <li>8. Ability to evaluate the governance dimensions</li> <li>9. Ability to evaluate the governance conditions</li> <li>10. Ability to set improvement targets</li> <li>11. Ability to report governance maturity</li> </ol>	<ol style="list-style-type: none"> <li>1. Knowledge of the core elements of governance maturity: governance maturity aspects, governance maturity measurement framework, and governance maturity model</li> <li>2. Knowledge of the main features of governance behavior</li> <li>3. Knowledge of the ways to set governance maturity measurement framework</li> <li>4. Knowledge of the activities included in the governance maturity measurement framework</li> <li>5. Knowledge of the measurement principles</li> <li>6. Knowledge of the levels in the measurement scale</li> <li>7. Knowledge of the ways to design and implement the evaluation of governance maturity</li> <li>8. Knowledge of the ways to oversee and conduct measurement activities</li> <li>9. Knowledge of the ways to lead governance maturity improvement</li> <li>10. Knowledge of the ways to set improvement targets</li> <li>11. Knowledge of the steps to report on governance maturity</li> </ol>



Based on the above-mentioned domains and their relevance, the exam contains 60 multiple-choice questions, as summarized in the table below:

				Level of understanding (Cognitive/Taxonomy) required	
		Number of questions/points per competency domain	% of the exam devoted/points to/for each competency domain	Questions that measure comprehension, application, and analysis	Questions that measure evaluation
Competency domains	Fundamental concepts of governance of organizations	8	13.33	X	
	Key governance conditions	10	16.66	X	
	Primary and foundational governance principles	14	23.33	X	
	Enabling governance principles and key governance outcomes	20	33.33		X
	Governance maturity	8	13.33		X
	<b>Total</b>	<b>60</b>	<b>100%</b>		
Number of questions per level of understanding				<b>32</b>	<b>28</b>
% of the exam devoted to each level of understanding (cognitive/taxonomy)				<b>53.33%</b>	<b>46.67%</b>

The passing score of the exam is **70%**.

After successfully passing the exam, candidates will be able to apply for obtaining the “PECB Certified ISO 37000 Corporate Governance” credential.

## Taking the exam

### General information about the exam

Candidates are required to arrive/be present at least 30 minutes before the exam starts.

Candidates who arrive late will not be given additional time to compensate for the late arrival and may not be allowed to sit for the exam.

Candidates are required to bring a valid identity card (a national ID card, driver's license, or passport) and show it to the invigilator.

If requested on the day of the exam (paper-based exams), additional time can be provided to candidates taking the exam in a non-native language, as follows:

- 10 additional minutes for Foundation exams
- 20 additional minutes for Manager exams
- 30 additional minutes for Lead exams

### PECB exam format and type

1. **Paper-based:** Exams are provided on paper, where candidates are not allowed to use anything but the exam paper and a pen. The use of electronic devices, such as laptops, tablets, or phones, is not allowed. The exam session is supervised by a PECB approved Invigilator at the location where the Partner has organized the training course.
2. **Online:** Exams are provided electronically via the PECB Exams application. The use of electronic devices, such as tablets and cell phones, is not allowed. The exam session is supervised remotely by a PECB Invigilator via the PECB Exams application and an external/integrated camera.

For more information about online exams, go to the [PECB Online Exam Guide](#).

PECB exams are available in two types:

1. Essay-type question exam
2. Multiple-choice question exam

**This exam comprises multiple-choice questions:** The multiple-choice exam can be used to evaluate candidates' understanding on both simple and complex concepts. It comprises both stand-alone and scenario-based questions. Stand-alone questions stand independently within the exam and are not context-dependent, whereas scenario-based questions are context-dependent, i.e., they are developed based on a scenario which a candidate is asked to read and is expected to provide answers to five questions related to that scenario. When answering stand-alone and scenario-based questions, candidates will have to apply various concepts and principles explained during the training course, analyze problems, identify and evaluate alternatives, combine several concepts or ideas, etc.

Each multiple-choice question has three options, of which one is the correct response option (keyed response) and two incorrect response options (distractors).

This is an open-book exam. The candidate is allowed to use the following reference materials:

- A hard copy of the ISO 37000 standard
- Training course materials (accessed through the PECB Exams app and/or printed)
- Any personal notes taken during the training course (accessed through the PECB Exams app and/or printed)
- A hard copy dictionary

A sample of exam questions will be provided below.

**Note:** PECB will progressively transition to multiple-choice exams. They will also be open book and comprise scenario-based questions that will allow PECB to evaluate candidates' knowledge, abilities, and skills to use information in new situations (apply), draw connections among ideas (analyze), and justify a stand or decision (evaluate).

For specific information about exam types, languages available, and other details, please contact [examination.team@pecb.com](mailto:examination.team@pecb.com) or go to the [List of PECB Exams](#).

## Sample exam questions

1. Which of the following is a superior-related obstacle to effective delegation?
  - A. **Fear of losing importance or control**
  - B. Lack of self-confidence
  - C. Dependent personality
  
2. Which of the following is the most critical area of board governance in sustainability?
  - A. **Strategic reflection and implications**
  - B. Sustainability hygiene
  - C. Data management practices
  
3. During which stage of the strategy development process does the organization establish the economic model that will be used throughout the strategy management process?
  - A. Mission, vision, and values
  - B. **Strategic goals**
  - C. Strategic analysis
  
4. What was the primary focus of the stakeholder engagement phase that began in the 1990s?
  - A. Addressing specific issues of significant stakeholder
  - B. **Creating proactive relationships with stakeholders**
  - C. Integrating stakeholder interests into core company functions
  
5. What is the focus of the normative mechanism in stewardship behavior?
  - A. Fostering empathy toward stakeholders
  - B. Balancing short-term and long-term benefits
  - C. **The moral obligation to benefit society**

## Exam Security Policy

PECB is committed to protect the integrity of its exams and the overall examination process, and relies upon the ethical behavior of applicants, potential applicants, candidates and partners to maintain the confidentiality of PECB exams. This Policy aims to address unacceptable behavior and ensure fair treatment of all candidates.

Any disclosure of information about the content of PECB exams is a direct violation of this Policy and PECB's Code of Ethics. Consequently, candidates taking a PECB exam are required to sign an Exam Confidentiality and Non-Disclosure Agreement and must comply with the following:

1. The questions and answers of the exam materials are the exclusive and confidential property of PECB. Once candidates complete the submission of the exam to PECB, they will no longer have any access to the original exam or a copy of it.
2. Candidates are prohibited from revealing any information regarding the questions and answers of the exam or discuss such details with any other candidate or person.
3. Candidates are not allowed to take with themselves any materials related to the exam, out of the exam room.
4. Candidates are not allowed to copy or attempt to make copies (whether written, photocopied, or otherwise) of any exam materials, including, without limitation, any questions, answers, or screen images.
5. Candidates must not participate nor promote fraudulent exam-taking activities, such as:
  - Looking at another candidate's exam material or answer sheet
  - Giving or receiving any assistance from the invigilator, candidate, or anyone else
  - Using unauthorized reference guides, manuals, tools, etc., including using "brain dump" sites as they are not authorized by PECB

Once a candidate becomes aware or is already aware of the irregularities or violations of the points mentioned above, they are responsible for complying with those, otherwise if such irregularities were to happen, candidates will be reported directly to PECB or if they see such irregularities, they should immediately report to PECB.

Candidates are solely responsible for understanding and complying with PECB Exam Rules and Policies, Confidentiality and Non-Disclosure Agreement and Code of Ethics. Therefore, should a breach of one or more rules be identified, candidates will not receive any refunds. In addition, PECB has the right to deny the right to enter a PECB exam or to invite candidates for an exam retake if irregularities are identified during and after the grading process, depending on the severity of the case.

Any violation of the points mentioned above will cause PECB irreparable damage for which no monetary remedy can make up. Therefore, PECB can take the appropriate actions to remedy or prevent any unauthorized disclosure or misuse of exam materials, including obtaining an immediate injunction. PECB will take action against individuals that violate the rules and policies, including permanently banning them from pursuing PECB credentials and revoking any previous ones. PECB will also pursue legal action against individuals or organizations who infringe upon its copyrights, proprietary rights, and intellectual property.

## Exam results

Exam results will be communicated via email.

- The time span for the communication starts from the exam date and lasts three to eight weeks for essay type exams and two to four weeks for multiple-choice paper-based exams.
- For online multiple-choice exams, candidates receive their results instantly.

Candidates who successfully complete the exam will be able to apply for one of the credentials of the respective certification scheme.

For candidates who fail the exam, a list of the domains where they have performed poorly will be added to the email to help them prepare better for a retake.

Candidates that disagree with the results may request a re-evaluation by writing to [examination.team@pecb.com](mailto:examination.team@pecb.com) within 30 days of receiving the results. Re-evaluation requests received after 30 days will not be processed. If candidates do not agree with the results of the reevaluation, they have 30 days from the date they received the reevaluated exam results to file a complaint through the [PECB Ticketing System](#). Any complaint received after 30 days will not be processed.

## Exam Retake Policy

There is no limit to the number of times a candidate can retake an exam. However, there are certain limitations in terms of the time span between exam retakes.

If a candidate does not pass the exam on the 1st attempt, they must wait 15 days after the initial date of the exam for the next attempt (1st retake).

**Note:** Candidates who have completed the training course with one of our partners, and failed the first exam attempt, are eligible to retake for free the exam within a 12-month period from the date the coupon code is received (the fee paid for the training course, includes a first exam attempt and one retake). Otherwise, retake fees apply.

For candidates that fail the exam retake, PECB recommends they attend a training course in order to be better prepared for the exam.

To arrange exam retakes, based on exam format, candidates that have completed a training course, must follow the steps below:

1. Online Exam: when scheduling the exam retake, use initial coupon code to waive the fee
2. Paper-Based Exam: candidates need to contact the PECB Partner/Distributor who has initially organized the session for exam retake arrangement (date, time, place, costs).

Candidates that have not completed a training course with a partner, but sat for the online exam directly with PECB, do not fall under this Policy. The process to schedule the exam retake is the same as for the initial exam.

## SECTION III: CERTIFICATION PROCESS AND REQUIREMENTS

### PECB ISO 37000 Corporate Governance Manager credentials

All PECB certifications have specific requirements regarding education and professional experience. To determine which credential is right for you, take into account your professional needs and analyze the criteria for the certifications.

The credentials in the PECB ISO 37000 Corporate Governance Manager scheme have the following requirements:

Credential	Exam	Professional experience	Experience in corporate governance	Other requirements
<b>PECB Certified ISO 37000 Provisional Corporate Governance Manager</b>	PECB Certified ISO 37000 Corporate Governance Manager or equivalent	None	None	<a href="#">Signing the PECB Code of Ethics</a>
<b>PECB Certified ISO 37000 Corporate Governance Manager</b>		Two years: At least one year of work experience in corporate governance	At least 200 hours of activities	
<b>PECB Certified ISO 37000 Senior Corporate Governance Manager</b>		Ten years: At least seven years of work experience in corporate governance	At least 1,000 hours of activities	

To be considered valid, the implementation activities should follow best implementation and management practices and include the following:

- Defining an organizational purpose
- Determining a value generation model
- Establishing governance policies
- Improving accountability within an organization
- Fostering stakeholder engagement
- Establishing an organizational risk framework
- Improving social responsibility within an organization

### Applying for certification

All candidates who successfully pass the exam (or an equivalent accepted by PECB) are entitled to apply for the PECB credential they were assessed for. Specific educational and professional requirements need to be fulfilled in order to obtain a PECB certification. Candidates are required to fill out the online certification application form (that can be accessed via their PECB account), including contact details of individuals who will be contacted to validate the candidates' professional experience. Candidates can submit their

application in English, French, German, Spanish or Korean languages. They can choose to either pay online or be billed. For additional information, please contact [certification.team@pecb.com](mailto:certification.team@pecb.com).

The online certification application process is very simple and takes only a few minutes:

- [Register](#) your account
- Check your email for the confirmation link
- [Log in](#) to apply for certification

For more information on how to apply for certification, click [here](#).

The Certification Department validates that the candidate fulfills all the certification requirements regarding the respective credential. The candidate will receive an email about the application status, including the certification decision.

Following the approval of the application by the Certification Department, the candidate will be able to download the certificate and claim the corresponding Digital Badge. For more information about downloading the certificate, click [here](#), and for more information about claiming the Digital Badge, click [here](#).

PECB provides support both in English and French.

## **Professional experience**

Candidates must provide complete and correct information regarding their professional experience, including job title(s), start and end date(s), job description(s), and more. Candidates are advised to summarize their previous or current assignments, providing sufficient details to describe the nature of the responsibilities for each job. More detailed information can be included in the résumé.

## **Professional references**

For each application, two professional references are required. They must be from individuals who have worked with the candidate in a professional environment and can validate their corporate governance experience, as well as their current and previous work history. Professional references of persons who fall under the candidate's supervision or are their relatives are not valid.

## **Governance experience**

The candidate's governance experience log will be checked to ensure that the candidate has the required number of implementation hours.

## **Evaluation of certification applications**

The Certification Department will evaluate each application to validate the candidates' eligibility for certification or certificate program. A candidate whose application is being reviewed will be notified in writing and, if necessary, given a reasonable time frame to provide any additional documentation. If a candidate does not respond by the deadline or does not provide the required documentation within the given time frame, the Certification Department will validate the application based on the initial information provided, which may lead to the candidates' credential downgrade.



## SECTION IV: CERTIFICATION POLICIES

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### Denial of certification

PECB can deny certification/certificate program if candidates:

- Falsify the application
- Violate the exam procedures
- Violate the PECB Code of Ethics

Candidates whose certification/certificate program has been denied can file a complaint through the complaints and appeals procedure. For more detailed information, refer to [Complaint and Appeal Policy](#) section.

The application payment for the certification/certificate program is nonrefundable.

### Certification status options

#### Active

Means that your certification is in good standing and valid, and it is being maintained by fulfilling the PECB requirements regarding the CPD and AMF.

#### Suspended

PECB can temporarily suspend candidates' certification if they fail to meet the requirements. Other reasons for suspending certification include:

- PECB receives excessive or serious complaints by interested parties (suspension will be applied until the investigation has been completed.)
- The logos of PECB or accreditation bodies are willfully misused.
- The candidate fails to correct the misuse of a certification mark within the determined time by PECB.
- The certified individual has voluntarily requested a suspension.
- PECB deems appropriate other conditions for suspension of certification.

#### Revoked

PECB can revoke (that is, to withdraw) the certification if the candidate fails to satisfy its requirements. In such cases, candidates are no longer allowed to represent themselves as PECB Certified Professionals.

Additional reasons for revoking certification can be if the candidates:

- Violate the PECB Code of Ethics
- Misrepresent and provide false information of the scope of certification
- Break any other PECB rules
- Any other reasons that PECB deems appropriate

Candidates whose certification has been revoked can file a complaint through the complaints and appeals procedure. For more detailed information, refer to [Complaint and Appeal Policy](#) section.

## Other statuses

Besides being active, suspended, or revoked, a certification can be voluntarily withdrawn or designated as Emeritus. To learn more about these statuses and the permanent cessation status, go to [Certification Status Options](#).

## Upgrade and downgrade of credentials

### Upgrade of credentials

Professionals can upgrade their credentials as soon as they can demonstrate that they fulfill the requirements.

To apply for an upgrade, candidates need to log into their PECB account, visit the “My Certifications” tab, and click on “Upgrade.” The upgrade application fee is \$100.

### Downgrade of credentials

A PECB Certification can be downgraded to a lower credential due to the following reasons:

- The AMF has not been paid.
- The CPD hours have not been submitted.
- Insufficient CPD hours have been submitted.
- Evidence on CPD hours has not been submitted upon request.

**Note:** *PECB certified professionals who hold Lead certifications and fail to provide evidence of certification maintenance requirements will have their credentials downgraded. The holders of Master Certifications who fail to submit CPDs and pay AMFs will have their certifications revoked.*

## Renewing the certification

PECB certifications are valid for three years. To maintain them, PECB certified professionals must meet the requirements related to the designated credential, e.g., they must fulfill the required number of continual professional development (CPD) hours. In addition, they need to pay the annual maintenance fee (\$120). For more information, go to the [Certification Maintenance](#) page on the PECB website.

## Closing a case

If candidates do not apply for certification within one year, their case will be closed. Even though the certification period expires, candidates have the right to reopen their case. However, PECB will no longer be responsible for any changes regarding the conditions, standards, policies, and candidate handbook that were applicable before the case was closed. A candidate requesting their case to reopen must do so in writing to [certification.team@pecb.com](mailto:certification.team@pecb.com) and pay the required fee.

## Complaint and Appeal Policy

Any complaints must be made no later than 30 days after receiving the certification decision. PECB will provide a written response to the candidate within 30 working days after receiving the complaint. If candidates do not find the response satisfactory, they have the right to file an appeal.

For more information about the Complaint and Appeal Policy, click [here](#).

## SECTION V: GENERAL POLICIES

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### **Exams and certifications from other accredited certification bodies**

PECB accepts certifications and exams from other recognized accredited certification bodies. PECB will evaluate the requests through its equivalence process to decide whether the respective certification(s) or exam(s) can be accepted as equivalent to the respective PECB certification (e.g., ISO 37000 Corporate Governance Manager certification).

### **Non-discrimination and special accommodations**

All candidate applications will be evaluated objectively, regardless of the candidates' age, gender, race, religion, nationality, or marital status.

To ensure equal opportunities for all qualified persons, PECB will make reasonable accommodations<sup>3</sup> for candidates, when appropriate. If candidates need special accommodations because of a disability or a specific physical condition, they should inform the partner/distributor in order for them to make proper arrangements<sup>4</sup>. Any information that candidates provide regarding their disability/special needs will be treated with confidentiality. To download the Candidates with Disabilities Form, click [here](#).

### **Behavior Policy**

PECB aims to provide top-quality, consistent, and accessible services for the benefit of its external stakeholders: distributors, partners, trainers, invigilators, examiners, members of different committees and advisory boards, and clients (trainees, examinees, certified individuals, and certificate holders), as well as creating and maintaining a positive work environment which ensures safety and well-being of its staff, and holds the dignity, respect and human rights of its staff in high regard.

The purpose of this Policy is to ensure that PECB is managing unacceptable behavior of external stakeholders towards PECB staff in an impartial, confidential, fair, and timely manner. To read the Behavior Policy, click [here](#).

### **Refund Policy**

PECB will refund your payment if the requirements of the Refund Policy are met. To read the Refund Policy, click [here](#).

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<sup>3</sup> According to ADA, the term "reasonable accommodation" may include: (A) making existing facilities used by employees readily accessible to and usable by individuals with disabilities; and (B) job restructuring, part-time or modified work schedules, reassignment to a vacant position, acquisition or modification of equipment or devices, appropriate adjustment or modifications of examinations, training materials or policies, the provision of qualified readers or interpreters, and other similar accommodations for individuals with disabilities.

<sup>4</sup> ADA Amendments Act of 2008 (P.L. 110–325) Sec. 12189. Examinations and courses. [Section 309]: Any person that offers examinations or courses related to applications, licensing, certification, or credentialing for secondary or post-secondary education, professional, or trade purposes shall offer such examinations or courses in a place and manner accessible to persons with disabilities or offer alternative accessible arrangements for such individuals.



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**Customer Service:**

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**PECB Help Center**

Visit our Help Center to browse Frequently Asked Questions (FAQ), view manuals for using PECB website and applications, read documents related to PECB processes, or to contact us via Support Center's online tracking system.

[www.pecb.com](http://www.pecb.com)