

GOVERNANCE FRAMEWORK

— BASED ON THE — BIBLICAL GOSPELS *of* JESUS CHRIST



*I have come that they may have life,
and have it to the full.*

JOHN 10:10

1. Introduction

This Governance Framework is founded on the teachings and example of Jesus Christ as recorded in the Gospels of Matthew, Mark, Luke and John.

It establishes principles for ethical leadership, responsible stewardship, accountability, fairness, compassion and service. It is intended to guide directors, trustees, senior leaders, managers, employees and representatives of the organisation.

The organisation shall pursue financial sustainability and business excellence without compromising truth, justice, human dignity or its responsibility to serve others.

Scripture References: Matthew 5:13–16; Matthew 7:24–27; Matthew 22:37–40; John 13:34–35.

2. Purpose of the Organisation

The organisation exists to provide goods, services or activities that create genuine value for customers, employees, investors, communities and wider society.

Profit is necessary for sustainability, investment and growth. However, profit shall not be pursued through exploitation, dishonesty, injustice or harm.

The organisation shall seek to:

- Serve people through useful and responsible work.
- Operate with integrity and excellence.
- Create sustainable value.
- Protect human dignity.
- Contribute positively to society.
- Honour its commitments.

Scripture References: Matthew 5:13–16; Matthew 7:12; Matthew 22:37–40; Mark 12:28–31.

3. Governance Authority

The Board is responsible for the overall governance, ethical direction and long-term wellbeing of the organisation.

The Board shall:

- Protect the organisation's purpose and values.
- Set the strategic direction.
- Oversee financial performance.
- Manage significant risks.
- Hold senior leaders accountable.
- Ensure legal and regulatory compliance.
- Consider the impact of decisions on all stakeholders.
- Review whether the organisation's conduct remains consistent with this framework.

Authority shall be exercised as a form of stewardship and service, not as a means of personal control, status or privilege.

Scripture References: Matthew 20:25–28; Matthew 24:45–51; Mark 10:42–45; Luke 12:42–48; Luke 22:24–27.

4. Servant Leadership

Leaders shall serve rather than dominate.

Directors and managers shall use their authority to protect, encourage, develop and support others. They shall not misuse their position for personal gain, intimidation or control.

Leaders shall:

- Lead by example.
- Listen carefully.
- Act with humility.
- Accept responsibility for their decisions.
- Develop the abilities of others.
- Share credit for success.
- Address poor performance fairly.
- Place the organisation's purpose above personal ambition.

Scripture References: Matthew 20:25–28; Matthew 23:8–12; Mark 9:33–37; Mark 10:42–45; Luke 22:24–27; John 13:3–17.

5. Integrity & Truthfulness

The organisation shall conduct all business honestly, transparently and lawfully.

Dishonesty, manipulation, misleading communication, corruption and deliberate concealment shall not be tolerated.

The organisation shall maintain:

- Accurate financial records.
- Honest reporting.
- Truthful marketing.
- Clear contracts.
- Transparent decision-making.
- Responsible public statements.
- Reliable communication with stakeholders.

Employees and leaders shall communicate truthfully, even when the truth is uncomfortable or may reveal mistakes.

Scripture References: Matthew 5:33–37; Matthew 12:33–37; Luke 8:16–18; Luke 16:10–12; John 8:31–32; John 18:37.

6. Human Dignity & Respect

Every person shall be treated with dignity, compassion and respect.

The organisation shall not value people according to wealth, seniority, influence, productivity, disability, background or social status.

The organisation shall promote:

- Respectful communication.
- Equal dignity.
- Safe working conditions.
- Fair access to opportunities.
- Reasonable workplace adjustments.
- Inclusion of disabled and neurodivergent people.
- Respect for different cultures and backgrounds.
- Freedom from bullying and harassment.

Scripture References: Matthew 7:12; Matthew 9:10–13; Matthew 19:13–15; Matthew 22:39; Mark 2:15–17; Luke 6:31; Luke 14:12–14; John 4:7–26.

7. Inclusion & Accessibility

The organisation shall seek to remove unnecessary physical, communication, digital and organisational barriers.

Accessibility shall be considered at the beginning of decision-making rather than added as an afterthought.

The organisation shall aim to:

- Provide accessible information.
- Offer reasonable adjustments.
- Use clear and understandable communication.
- Design inclusive services and environments.
- Consult people with lived experience.
- Avoid excluding people because they require additional support.
- Ensure recruitment and promotion processes are accessible.

Scripture References: Matthew 9:27–31; Matthew 11:28–30; Matthew 15:29–31; Matthew 20:29–34; Mark 2:1–12; Luke 14:12–14; John 9:1–7.

8. Justice & Fairness

The organisation shall act fairly, impartially and consistently.

Business power shall not be used to exploit employees, customers, suppliers, competitors or communities.

Fairness includes:

- Fair recruitment.
- Fair pay.
- Fair promotion.
- Fair pricing.
- Fair procurement.
- Fair disciplinary procedures.
- Fair access to services.
- Fair resolution of complaints.

Policies shall be applied consistently while allowing reasonable consideration of individual circumstances.

Scripture References: Matthew 7:12; Matthew 20:1–16; Matthew 23:23; Luke 6:31; Luke 11:42; John 7:24.

9. Stewardship

The organisation recognises that its people, finances, property, knowledge, influence and natural resources are entrusted to its care. These resources shall be managed wisely, responsibly and for long-term benefit.

Stewardship includes:

- Sound financial management.
- Responsible investment.
- Care of organisational assets.
- Development of employees.
- Responsible environmental practices.
- Protection of confidential information.
- Responsible use of time and technology.
- Avoidance of unnecessary waste.

Scripture References: Matthew 6:19–21; Matthew 24:45–47; Matthew 25:14–30; Luke 12:42–48; Luke 16:10–12; John 6:10–13.

10. Financial Governance

The organisation shall maintain strong financial controls and transparent reporting.

The Board shall ensure that:

- Income and expenditure are properly recorded.
- Budgets are approved and monitored.
- Financial risks are reviewed.
- Fraud prevention controls are maintained.
- Company funds are used only for legitimate purposes.
- Tax obligations are met.
- Financial decisions support long-term sustainability.
- Reserves and investments are managed responsibly.

No person shall use organisational funds, assets or influence for improper personal benefit.

Scripture References: Matthew 6:19–24; Matthew 17:24–27; Matthew 22:15–22; Matthew 25:14–30; Luke 14:28–30; Luke 16:10–13.

11. Responsible Stewardship of Wealth

Wealth shall be treated as a resource to be managed responsibly, not as the ultimate measure of success.

The organisation shall guard against greed, excessive accumulation, exploitation and the misuse of financial power.

Financial success should enable the organisation to:

- Remain sustainable.
- Invest in employees.
- Improve products and services.
- Meet its obligations.
- Support communities.
- Respond to hardship.
- Create long-term value.

Scripture References: Matthew 6:19–24; Matthew 19:16–24; Mark 10:17–25; Luke 12:13–21; Luke 16:10–13; Luke 19:1–10.

12. Conflict of Interest

Directors, leaders and employees shall disclose any personal, financial or relational interest that could influence their judgement.

A person with a material conflict shall not improperly influence the relevant decision.

The organisation shall maintain a register of interests and establish procedures for:

- Declaring conflicts.
- Recording conflicts.
- Managing conflicts.
- Withdrawing from decisions where appropriate.
- Preventing private benefit from organisational opportunities.

Scripture References: Matthew 6:1–4; Matthew 6:22–24; Matthew 7:3–5; Luke 12:1–3; Luke 16:13.

13. Accountability

Every person within the organisation shall be accountable for their actions, decisions and use of resources.

Accountability requires:

- Clear responsibilities.
- Proper records.
- Honest reporting.
- Appropriate supervision.
- Independent oversight.
- Acceptance of correction.
- Timely action when problems arise.

Senior leaders shall not avoid accountability by blaming junior employees or concealing information.

Scripture References: Matthew 12:36–37; Matthew 18:15–17; Matthew 25:14–30; Luke 12:47–48; Luke 16:2; John 3:19–21

14. Board Independence and Constructive Challenge

Board members shall be willing to question assumptions, challenge poor decisions and protect the organisation from misconduct.

Constructive challenge shall be respectful, evidence-based and directed towards the good of the organisation.

Board members shall not remain silent when they reasonably believe that:

- People are being harmed.
- Information is being concealed.
- Resources are being misused.
- Legal duties are being ignored.
- The organisation is acting against its stated values.

Scripture References: Matthew 18:15–17; Matthew 21:12–13; Matthew 23:1–36; Mark 11:15–17; John 2:13–17.

15. Speaking Up and Whistleblowing

Employees and stakeholders shall be able to raise genuine concerns without fear of retaliation.

The organisation shall provide safe procedures for reporting:

- Fraud.
- Abuse.
- Harassment.
- Discrimination.
- Unsafe practices.
- Financial misconduct.
- Regulatory breaches.
- Serious ethical concerns.

Reports shall be considered fairly, confidentially and promptly.

Deliberately false allegations may be addressed through appropriate procedures, but honest reporting shall be protected.

Scripture References: Matthew 5:14–16; Matthew 10:26–28; Matthew 18:15–17; Luke 8:16–17; Luke 12:2–3; John 3:20–21.

16. Safeguarding

The organisation shall protect children, vulnerable adults and any person at increased risk of harm.

Safeguarding responsibilities include:

- Safer recruitment.
- Appropriate background checks.
- Clear codes of conduct.
- Reporting procedures.
- Training.
- Risk assessments.
- Prompt action when concerns arise.
- Cooperation with relevant authorities.

The reputation of the organisation shall never be placed above the safety of a person.

Scripture References: Matthew 18:1–10; Matthew 19:13–15; Mark 9:35–42; Mark 10:13–16; Luke 17:1–2.

17. Employee Wellbeing

The organisation shall recognise employees as people, not merely as units of productivity.

Work practices should support physical, emotional and psychological wellbeing.

The organisation shall seek to provide:

- Safe workloads.
- Reasonable rest.
- Support during hardship.
- Clear expectations.
- Fair management.
- Access to appropriate assistance.
- Respect for family and caring responsibilities.
- Protection from demeaning treatment.

Scripture References: Matthew 11:28–30; Mark 2:27; Mark 6:30–32; Luke 10:38–42; John 10:10–11.

18. Safeguarding

Recruitment, Development and Promotion Recruitment and promotion decisions shall be based on fair and relevant criteria.

The organisation shall:

- Avoid favouritism.
- Use accessible recruitment processes.
- Assess people fairly.
- Develop employee skills.
- Provide meaningful feedback.
- Recognise potential.
- Offer fair opportunities for progression.
- Avoid judging people solely by appearance or status.

Scripture References: Matthew 4:18–22; Matthew 9:9; Matthew 20:1–16; Mark 1:16–20; Luke 5:1–11; John 7:24.

19. Remuneration

Pay and benefits shall be responsible, fair and transparent.

The Board shall consider:

- The organisation's financial position.
- The responsibilities of each role.
- Internal pay fairness.
- Living costs.
- Employee contribution.
- The impact of excessive executive pay.
- The need to attract and retain capable people.

Remuneration shall not reward unethical behaviour or short-term results that create long-term harm.

Scripture References: Matthew 10:10; Matthew 20:1–16; Luke 10:7; Luke 12:15; John 10:12–13.

20. Customers and Service Users

Customers and service users shall be treated honestly, respectfully and fairly.

The organisation shall provide:

- Accurate information.
- Fair terms.
- Reliable products and services.
- Accessible communication.
- Responsible complaint handling.
- Protection from misleading practices.
- Appropriate support for vulnerable customers.

Customer trust shall be valued above immediate financial gain.

Scripture References: Matthew 5:41–42; Matthew 7:12; Matthew 20:28; Mark 10:45; Luke 6:31; John 13:14–15.

21. Marketing and Communication

Marketing shall be truthful, clear and responsible.

The organisation shall not:

- Make knowingly false claims.
- Conceal significant risks.
- Exploit fear or vulnerability.
- Manipulate children or vulnerable people.
- Present misleading prices.
- Misrepresent testimonials or evidence.
- Use artificial urgency dishonestly.

Public communications shall reflect the actual conduct of the organisation.

Scripture References: Matthew 5:37; Matthew 6:1–5; Matthew 7:15–20; Matthew 12:33–37; Luke 6:43–45; John 8:44.

22. Suppliers and Business Partners

Suppliers and partners shall be treated fairly and with respect.

The organisation shall seek to:

- Negotiate honestly.
- Use clear contracts.
- Pay agreed invoices promptly.
- Avoid unreasonable pressure.
- Consider labour conditions within supply chains.
- Prevent bribery and corruption.
- Choose partners whose conduct does not seriously conflict with the organisation's values.

Scripture References: Matthew 7:12; Matthew 22:39; Luke 3:12–14; Luke 6:31; Luke 10:7.

23. Anti-Bribery and Corruption

Bribery, corruption, kickbacks, secret commissions and improper inducements shall not be tolerated.

Gifts and hospitality shall not be accepted or offered when they could improperly influence a decision.

The organisation shall:

- Maintain clear anti-bribery procedures.
- Record significant gifts and hospitality.
- Investigate suspected corruption.
- Protect those who report concerns.
- End relationships involving serious unethical conduct where appropriate.

Scripture References: Matthew 4:8–10; Matthew 6:24; Matthew 26:14–16; Mark 12:38–40; Luke 16:13.

24. Conflict Resolution and Reconciliation

Disagreements shall be handled promptly, fairly and respectfully.

Where appropriate, the organisation shall encourage:

- Direct communication.
- Careful listening.
- Mediation.
- Fair investigation.
- Correction of wrongdoing.
- Apology.
- Forgiveness.
- Restoration of working relationships.

Reconciliation does not require the organisation to ignore abuse, serious misconduct or ongoing risk.

Scripture References: Matthew 5:23–24; Matthew 5:43–48; Matthew 6:14–15; Matthew 18:15–22; Luke 6:27–36; Luke 17:3–4.

25. Complaints and Redress

The organisation shall provide a clear and accessible complaints procedure.

Complaints shall be:

- Acknowledged.
- Investigated impartially.
- Responded to within reasonable timescales.
- Used as opportunities for learning.
- Escalated when necessary.

Where the organisation has caused harm, it shall seek to put matters right through correction, apology, repayment, compensation or other appropriate action.

Scripture References: Matthew 5:23–26; Matthew 18:15–17; Luke 19:1–10.

26. Forgiveness and Consequences

The organisation shall encourage forgiveness, restoration and personal growth.

However, forgiveness shall not be used to excuse:

- Abuse.
- Fraud.
- Harassment.
- Negligence.
- Repeated misconduct.
- Failure to protect others.

Mercy and accountability shall work together. Appropriate boundaries and consequences may be necessary to protect people and restore trust.

Scripture References: Matthew 18:6–9; Matthew 18:21–35; Luke 17:3–4; John 8:1–11.

27. Risk Management

The Board shall identify and manage risks that could affect people, finances, operations, reputation, legal compliance or the organisation's purpose.

Risk management shall include:

- Identifying significant risks.
- Assessing likelihood and impact.
- Establishing controls.
- Planning for emergencies.
- Reviewing incidents.
- Learning from mistakes.
- Maintaining appropriate insurance.
- Preparing for foreseeable disruption.

Faith shall not be used as a reason to neglect proper planning, evidence or professional advice. **Scripture References:** Matthew 7:24–27; Matthew 10:16; Matthew 24:42–44; Matthew 25:1–13; Luke 14:28–32.

28. Decision-Making

Important decisions shall be made carefully, transparently and with proper information.

Decision-makers shall consider:

- Whether the decision is truthful.
- Whether it is lawful.
- Whether it is fair.
- Who may benefit.
- Who may be harmed.
- Whether vulnerable people are protected.
- The long-term consequences.
- Whether the decision supports the organisation's purpose.
- Whether personal interests are influencing judgement.

Scripture References: Matthew 7:12; Matthew 7:15–20; Matthew 12:33–35; Luke 6:43–45; Luke 14:28–32; John 7:24.

29. Data Protection and Confidentiality

Personal and confidential information shall be handled with care.

The organisation shall:

- Collect only necessary information.
- Use information for legitimate purposes.
- Protect information from loss or misuse.
- Limit access appropriately.
- Respect privacy.
- Correct inaccurate records.
- Comply with relevant data-protection law.

Confidentiality shall not be used to conceal abuse, crime, fraud or serious risk.

Scripture References: Matthew 7:6; Matthew 18:15; Luke 12:2–3; John 2:24–25; John 16:12.

30. Technology and Artificial Intelligence

Technology, including artificial intelligence, shall be used responsibly and with human oversight.

The organisation shall consider:

- Accuracy.
- Bias.
- Accessibility.
- Privacy.
- Human dignity.
- Transparency.
- Security.
- The effect on employment.
- The risk of harm.
- The need for human review.

Automated systems shall not be used to avoid moral responsibility or accountability.

Scripture References: Matthew 7:16–20; Matthew 12:36; Matthew 15:10–20; Luke 6:43–45; John 7:24.

31. Environmental Responsibility

The organisation shall seek to reduce unnecessary harm to the natural environment.

Environmental stewardship may include:

- Reducing waste.
- Using resources efficiently.
- Preventing pollution.
- Considering sustainable purchasing.
- Reducing avoidable energy use.
- Reviewing environmental risks.
- Considering future generations.

Scripture References: Matthew 6:26–30; Matthew 13:1–9; Mark 4:26–32; Luke 12:22–28; John 6:10–13.

32. Community Responsibility

The organisation shall contribute positively to the communities in which it operates.

This may include:

- Supporting local employment.
- Working with community organisations.
- Encouraging volunteering.
- Supporting people facing hardship.
- Reducing barriers to participation.
- Sharing expertise and resources.
- Responding responsibly during emergencies.

Community activity shall be genuine and shall not be used merely for public image.

Scripture References: Matthew 5:13–16; Matthew 6:1–4; Matthew 25:31–46; Luke 10:25–37; Luke 14:12–14.

33. Care for Vulnerable People

The organisation shall pay particular attention to decisions affecting people who may have less power, fewer resources or greater support needs.

This may include:

- Disabled people.
- Children.
- Older people.
- Low-income households.
- People experiencing illness.
- People in crisis.
- Victims of abuse.
- People facing exclusion.

The organisation shall not exploit vulnerability for commercial gain.

Scripture References: Matthew 9:35–36; Matthew 18:1–10; Matthew 25:31–46; Mark 10:13–16; Luke 4:18–19; Luke 10:25–37; Luke 14:12–14.

34. Excellence and Quality

The organisation shall pursue excellence, reliability and continuous improvement.

Excellence means:

- Keeping commitments.
- Producing work of an appropriate standard.
- Correcting defects.
- Learning from feedback.
- Training employees properly.
- Maintaining professional competence.
- Avoiding careless or misleading work.

Excellence shall not be pursued through unhealthy pressure, fear or exploitation.

Scripture References: Matthew 5:16; Matthew 7:24–27; Matthew 25:14–30; Mark 7:37; Luke 16:10

35. Crisis Leadership

During a crisis, leaders shall remain calm, truthful, compassionate and decisive.

The organisation shall:

- Protect life and safety.
- Communicate honestly.
- Avoid panic and misinformation.
- Support affected people.
- Maintain essential services where possible.
- Seek appropriate expert advice.
- Review decisions after the crisis.
- Learn and improve.

Scripture References: Matthew 8:23–27; Matthew 14:13–21; Mark 4:35–41; Mark 6:34–44; John 6:5–13.

36. Partnerships and Collaboration

The organisation shall build partnerships based on shared purpose, trust and responsible conduct.

Before entering a significant partnership, the organisation shall consider:

- The partner's reputation.
- Shared values.
- Legal and financial risks.
- Treatment of employees. Safeguarding practices.
- Environmental and community impact.
- Potential conflicts of interest.

Scripture References: Matthew 7:15–20; Matthew 12:25; Mark 3:24–25; Luke 5:1–11; John 15:1–8.

37. Political and Public Influence

Where the organisation engages with government, public bodies or political processes, it shall do so honestly, transparently and lawfully.

The organisation shall not:

- Purchase improper influence.
- Mislead public authorities.
- Hide political expenditure where disclosure is required.
- Pressure employees to support political positions.
- Use charitable or company resources improperly.

Scripture References: Matthew 5:37; Matthew 22:15–22; Mark 12:13–17; Luke 20:20–26; John 18:36.

38. Culture and Conduct

The Board and senior leadership are responsible for setting the ethical culture of the organisation.

The organisation's true values shall be judged by its conduct, not merely by its policies, branding or public statements.

Leaders shall regularly examine whether:

- Employees feel safe to speak.
- Misconduct is challenged.
- Good conduct is recognised.
- Poor behaviour by high performers is tolerated.
- Policies are applied consistently.
- Public statements match internal practice.

Scripture References: Matthew 7:15–20; Matthew 12:33–35; Matthew 23:25–28; Mark 7:14–23; Luke 6:43–45.

39. Monitoring and Review

The Board shall review this Governance Framework at least annually.

The review should consider:

- Whether the organisation is following the framework.
- Significant complaints.
- Safeguarding concerns.
- Employee wellbeing.
- Financial integrity.
- Whistleblowing reports.
- Customer outcomes.
- Accessibility.
- Environmental impact.
- Community impact.
- Changes in law and regulation.
- Areas requiring improvement.

The review shall lead to measurable actions rather than becoming a purely administrative exercise.

Scripture References: Matthew 7:3–5; Matthew 7:24–27; Matthew 25:14–30; Luke 6:46–49; Luke 14:28–30.

40. Breaches of the Framework

Alleged breaches shall be investigated fairly and promptly.

Depending on the seriousness of the matter, action may include:

- Guidance.
- Training.
- Mediation.
- Formal warnings.
- Removal of authority.
- Disciplinary action.
- Termination of employment or appointment.
- Reporting to regulators or law-enforcement authorities.

No person shall be protected from proper accountability because of seniority, influence, income generation or reputation.

Scripture References: Matthew 18:6–9; Matthew 18:15–17; Matthew 21:12–13; Matthew 23:1–36; Luke 12:47–48.

Board Commitment

The Board commits to:

1. Uphold the purpose and principles of this framework.
2. Lead through service, humility and integrity.
3. Protect the dignity and wellbeing of people.
4. Maintain proper financial and ethical oversight.
5. Challenge dishonesty, exploitation and abuse.
6. Listen to employees, customers and communities.
7. Review the organisation's conduct regularly.
8. Correct wrongdoing promptly.
9. Promote accessibility and inclusion.
10. Ensure that commercial success does not replace moral responsibility.

Scripture References: Matthew 5:13–16; Matthew 7:12; Matthew 20:25–28; Matthew 22:37–40; Mark 10:42–45; Luke 6:31; John 13:12–17; John 15:9–17.

Declaration

We, the directors and leaders of the organisation, recognise that leadership is a responsibility entrusted to us. We commit to govern with truth, justice, compassion, humility, courage and wisdom. We will seek sustainable success while protecting people, acting lawfully and serving the wider good. We accept responsibility for reviewing our conduct, correcting wrongdoing and ensuring that the organisation's actions reflect the principles it publicly declares.

Signatures

Chair of the Board:

Signature: -----

Date: -----

Chief Executive or Managing Director:

Signature: -----

Date: -----

Company Secretary or Governance Lead:

Signature: -----

Date: -----

Primary Scripture Sources

This framework is based on the teachings and example of Jesus Christ recorded in:

- The Gospel according to Matthew.
- The Gospel according to Mark.
- The Gospel according to Luke.
- The Gospel according to John.

The Scripture references identify relevant passages without reproducing the full wording of the verses. Readers may consult the Bible translation used by their organisation or faith community.

When you give
your best
to every
customer, client,
and colleague,
Trust ♥
becomes your
greatest
business asset

