Management Review

ISO 14001:2026 | Clause 9.3

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10. Making judgments about the adequacy of EMS performance;
11. Attending management review meetings as required.

1.3.1.3 Line Managers and Department Managers

Line Managers and Department Managers are responsible for:

1. Tracking, monitoring, and reporting on their individual objectives;
2. Preparing reports, circulated before the meeting, which summarises performance;
3. Making judgments about the adequacy of EMS management system performance;
4. Reporting the status of objectives;
5. Determining requirements for resources and training needs;
6. Attending management review meetings as required

1.4 Management Review Process

1.4.1 General

In order to leverage management meetings that already take place, management review meetings are undertaken as standalone review meetings or combined with other business reviews, such as strategic planning, business planning, operations meetings, process reviews, and functional reviews as appropriate.

The management review meeting will include representation from Top management, functional managers, line managers, process owners, process users, and action owners. Top management's arrangements for reviewing the EMS at planned intervals are as per ISO 14001 - Clause 9.3.1 to ensure it remains:

1. Suitable (fit for purpose);
2. Adequate (meets the needs of the organization);
3. Effective (achieves intended results).

Records of these management review meetings are maintained in the form of minutes, and where actions are identified, these are assigned to named personnel with timescales for their completion. The management review will also decide if any corrective action is required.

1.4.2 Frequency

Management reviews are conducted regularly using the data collected from the monitoring and measurement process to identify areas for further improvement.

The process is driven by continuously assessing the risks related to internal and external changes and performance-related issues. Your organization monitors various performance metrics with varying frequencies, some hourly, some daily, some weekly, and some monthly or six-monthly.

Each management review meeting may require multiple subjects and departmental input, relying upon multiple metrics and data analysis. When more frequent meetings are conducted, the meeting agenda is reduced to focus on operational or compliance-critical issues, with the entire review cycle of the EMS management system occurring annually.

In response to changing or special conditions and events, the frequency of management review activities will increase, and the EMS Manager or the Managing Director will call for an unscheduled extraordinary review.

Agenda Item (9.3.2)	Impact on Environmental Performance	Frequency	Type of Meeting
Previous actions	High	Monthly	Functional review
Changes to the EMS	Low	Six-monthly	EMS review

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Agenda Item (9.3.2)	Impact on Environmental Performance	Frequency	Type of Meeting
EMS performance	Very High	Weekly/Daily	EMS review
Environmental aspects	High	Monthly	Functional review
Compliance obligations	Low	Six-monthly	EMS review
EMS objectives	Medium	Quarterly	Planning review
NCR/CAR/Incident root-causes	Medium	Quarterly	Planning review
Monitoring and measurement results	Very High	Weekly/Daily	EMS review
Internal audit results	Low	Six-monthly	EMS review
External providers	Medium	Quarterly	Planning review
Resources required	Medium	Quarterly	Planning review
Actions to address risk	Low	Six-monthly	EMS review
Improvement actions	High	Monthly	Functional review

Top management will determine the actual date for the review, coordinating with participating Line Managers and Department Managers.

1.4.3 Programme

The management review programme is prepared and distributed by the EMS Manager in order to coordinate the management review activities. As per Section 1.4.2, critical agenda items, such as; process performance, product conformity, and monitoring and measuring results, are reviewed monthly, while less critical agenda items, such as reviewing the EMS objectives is undertaken quarterly.

Agenda Item (9.3.2)	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Previous actions	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Changes to the EMS	✓						✓					
EMS performance	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Environmental aspects	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Compliance obligations		✓			✓			✓			✓	
EMS objectives		✓			✓			✓			✓	
NCR/CAR/Incidents		✓			✓			✓			✓	
Monitoring results	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Internal audit results						✓						✓
External providers	✓			✓			✓			✓		
Resources required			✓			✓			✓			✓
Actions to address risk					✓						✓	
Improvement actions	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

1.4.4 Agenda

The inputs required for the management review process will be clearly defined in the form of an agenda for each meeting. The EMS Manager will distribute the meeting notice by e-mail to the required attendees. Based on the frequency and topics to be addressed, the agenda will cover the selected management review input items listed in Section 1.5 of this procedure.

EMS Manager prepares the agenda for management review meetings. Top management then reviews and approves it and distributes it to the participating managers at least one week before the review meeting.

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1.4.5 Attendance

Minimum representation at the management review will include a member of Top management acting as the Chairperson. It will be attended by the department heads, line management, process owners, process champions, lead process users, and action owners appropriate to the meeting agenda.

Each Line Manager prepares a report to be circulated before the meeting, summarizing our organization's performance. No more than two managers may be absent from the meeting. A member of Top management, the Production Manager, and the EMS Manager will always attend.

At least one representative from each functional area will be present and expected to give input regarding the agenda.

Those managers who are unable to attend may send representatives in their place. If a required attendee's absence is unavoidable, the meeting chair will review the minutes with that person, record their feedback, if any, and schedule follow-up meetings as necessary.

The meeting chairs denoted in this procedure may delegate this responsibility to another member of the management team in the event that they cannot attend. The absent managers will receive minutes of the review meeting and, after reviewing the minutes, may submit their input and comments to Top management and/or the EMS Manager.

1.4.6 Management Review Meeting

The meeting chair (A member of Top management) denoted in this procedure may delegate this responsibility to another member of the management team in the event that they cannot attend.

The functions responsible for presenting each topic are denoted on the agenda. The meeting chair will work with those functions to prepare and compile their input for review. Management review meeting participants will review and discuss all information while using experience and intuition to determine the EMS's continuing suitability, adequacy, effectiveness, and alignment with our strategies.

Participants will identify deficiencies related to the performance of the EMS or the subsystem where necessary. Deficiencies may be associated with items of regulatory noncompliance or best management practices, outdated or inadequate policies and procedures, problems with implementing policies and procedures, undesirable trends in operational performance, inadequate human or financial resources, and staffing suggestions.

For all deficiencies identified, management review participants will identify action items, the personnel responsible for implementing action items, and timelines for completion. The EMS Manager will take notes during the management review meeting concerning all pertinent discussions and any deficiencies identified.

1.5 Management Review Inputs

The analysis and evaluation results (Clause 9.1.1) will be available to Top management for their review to evaluate any identifiable characteristics or trends that could lead to a nonconformity occurring.

In addition to the topics listed below, formal management reviews will also consider such issues as integration of the EMS with other business processes; stakeholder response to environmental performance; and any other such issues related to the environmental management system.

Supporting data may or may not include or be limited to the sources of data listed below for each agenda item but includes:

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