Management Review Programme 2026

Using a risk-based approach to managing the flow of review information, your organization operates multiple regular review cycles, whereby more critical review inputs (those with higher potential environmental impact or compliance risk) are reviewed and actioned more frequently, as denoted by the '✓' in the programme below. Arrange the '✓' marks in Columns A8 to L8 onwards to match your desired review frequency.

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Management Review Agenda

The inputs required for the management review process must be clearly defined in the form of an agenda for each meeting. The agenda structure below mirrors ISO 14001:2026 Clause 9.3.2 inputs (a)–(g). Use the filter in the 'Month' Row 7 (Columns A–L) by selecting only the '✓' from the filter drop-down menu. This will filter the agenda and input list to show only those management review inputs relevant to the current review meeting. Copy the filtered items from Columns N, O and P into the Management Review Minutes. Distribute to the attendees one week before the meeting.

Clause 9.3	Description of Requirement	Management Review Input (Organizational Equivalent)
9.3.2(a)	Status of actions from previous management reviews, including open/closed actions and the	Management review action log
9.3.2(a)	ageing profile of open items:	Minutes from previous management review meeting
9.3.2(b)(1)	Changes in external and internal issues relevant to the EMS (Clause 4.1), including	Context analysis review (PESTLE, SWOT updates)
9.3.2(b)(1)	environmental conditions being affected by or capable of affecting the organization —	Climate change, biodiversity and ecosystem health considerations
9.3.2(b)(1)	pollution levels, natural resource availability, climate change, biodiversity and ecosystem	Operational, technology and market changes affecting environmental performance
9.3.2(b)(2)	Changes in the needs and expectations of interested parties, including compliance	Interested parties register review
9.3.2(b)(2)	obligations (Clauses 4.2 and 6.1.3):	New or changed compliance obligations (legal and other)
9.3.2(b)(2)		Regulatory correspondence, permit conditions and renewals
9.3.2(b)(3)	Changes in significant environmental aspects (Clause 6.1.2), considering life-cycle	Environmental aspects register review
9.3.2(b)(3)	perspective and normal/abnormal/emergency conditions:	New or modified activities, products and services
9.3.2(b)(3)		Life-cycle perspective review (upstream/downstream)
9.3.2(b)(4)	Changes in risks and opportunities (Clause 6.1.4):	EMS risk and opportunities register review
9.3.2(b)(4)		New environmental risks identified during the period
9.3.2(b)(4)		Effectiveness of actions taken to address risks and opportunities
9.3.2(c)	Extent to which environmental objectives have been achieved (Clause 6.2), including status	Environmental objectives and KPI performance dashboard
9.3.2(c)	of planned versus actual performance and relevance of the environmental policy:	Analysis and action plan where targets are not met or trends are negative
9.3.2(c)		Alignment of environmental objectives with corporate KPIs
9.3.2(c)		Revised objectives and targets where needed
9.3.2(d)(1)	Information on environmental performance — trends in nonconformities and corrective	Environmental NCR/CAR log
9.3.2(d)(1)	actions (Clause 10.2):	Environmental incidents, spills and unplanned releases
9.3.2(d)(1)		Emergency situations and response effectiveness (Clause 8.2)
9.3.2(d)(1)		Root-cause analysis trends and recurring issues
9.3.2(d)(1)		Status of open corrective actions and ageing profile
9.3.2(d)(2)	Monitoring and measurement results (Clause 9.1.1):	Environmental performance dashboard and KPI trends
9.3.2(d)(2)		Emissions to air (dust, VOCs, NOx, SOx, greenhouse gases)
9.3.2(d)(2)		Discharges to water and soil (where applicable)
9.3.2(d)(2)		Energy, water and raw material consumption
9.3.2(d)(2)		Waste generation, segregation, recycling and disposal
9.3.2(d)(2)		Noise, odour and vibration monitoring where relevant
9.3.2(d)(2)		Calibration records for monitoring and measuring equipment
9.3.2(d)(3)	Fulfilment of compliance obligations (Clause 9.1.2):	Compliance evaluation report
9.3.2(d)(3)		Permit compliance status and condition monitoring
9.3.2(d)(3)		Regulatory returns, reports and submissions
9.3.2(d)(3)		Regulatory and internal inspection findings
9.3.2(d)(4)	Audit results (Clause 9.2), including achievement of the audit programme and	Internal audit programme progress
9.3.2(d)(4)	nonconformity profile:	Internal audit findings (NCs, OFIs, good practice)
9.3.2(d)(4)		External/registrar audit results
9.3.2(d)(4)		Contractor and supplier environmental audits
9.3.2(d)(4)		Audit programme effectiveness review
9.3.2(e)	Adequacy of resources (Clause 7.1), including people, infrastructure, environment,	Human resources — roles, headcount and organizational structure
9.3.2(e)	knowledge, and monitoring/measuring equipment:	Competence and training adequacy (Clauses 7.2, 7.3)
9.3.2(e)		Infrastructure (buildings, equipment, utilities, transport)
9.3.2(e)		Environmental monitoring and measurement equipment
9.3.2(e)		Work environment considerations affecting environmental performance
9.3.2(e)		Communication processes (Clause 7.4)
9.3.2(e)		Documented information control and retention (Clause 7.5)
9.3.2(e)		Budget and financial resources for EMS initiatives
9.3.2(e)		Environmental knowledge (specialist / technical competence)
9.3.2(f)	Relevant communications from interested parties, including complaints (Clause 7.4.3):	Complaint log (community, regulators, neighbours)
9.3.2(f)		Regulator and authority correspondence
9.3.2(f)		Employee feedback and EMS suggestions
9.3.2(f)		Community and stakeholder engagement outcomes
9.3.2(f)		Media, public affairs and reputational feedback
9.3.2(g)	Opportunities for continual improvement (Clause 10.1), covering corrective action, good	Improvement suggestions and innovation ideas
9.3.2(g)	practice, innovation and lessons learned:	Benchmarking and industry best-practice studies
9.3.2(g)		Resource efficiency and pollution prevention proposals
9.3.2(g)		Lessons learned from incidents, audits and reviews
9.3.2(g)		Proposed corrective and preventive actions for the coming period
9.3.2(g)		Training and awareness improvement initiatives (Clause 7.3)
9.3.2(g)		Technology and equipment upgrades for environmental benefit
9.3.2(g)		Consideration of interested-party needs in planned improvements

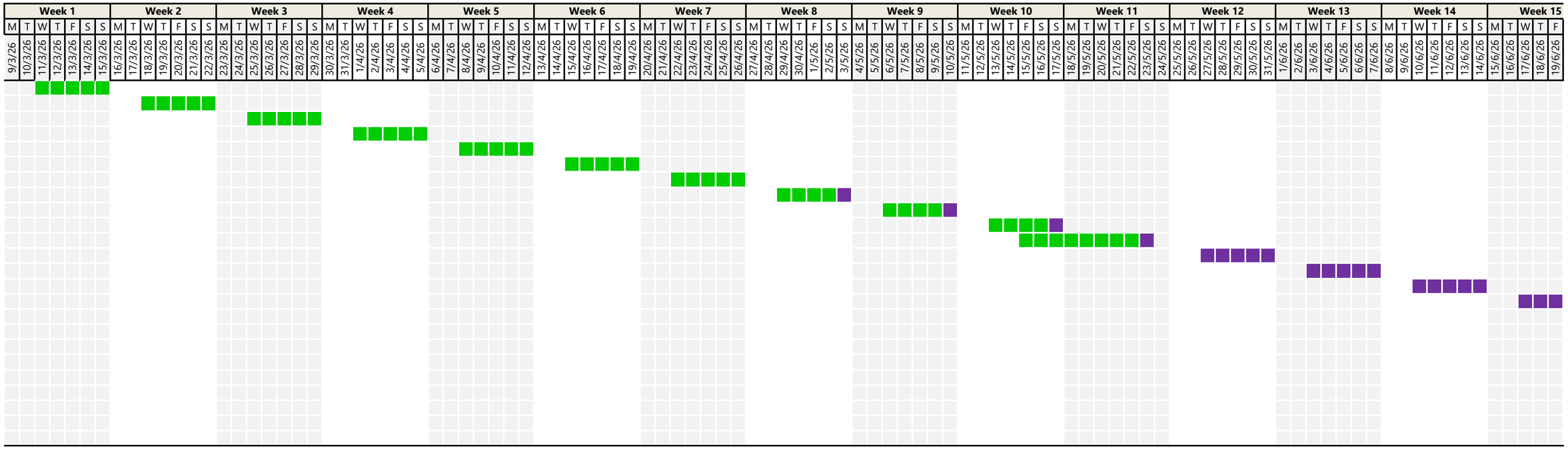
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Gantt Chart (2026)

This part of the Management Review Tool comprises a basic Gantt Chart that illustrates the work needed to close out review actions over a period of time with schedule bars that visualize duration.

Today: 01-May-26

Legend: Planned Duration Progress Days Over Plan



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