Management Review Guidance

ISO 14001:2026 & ISO 45001:2018

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ISO 14001:2026 & 45001:2018

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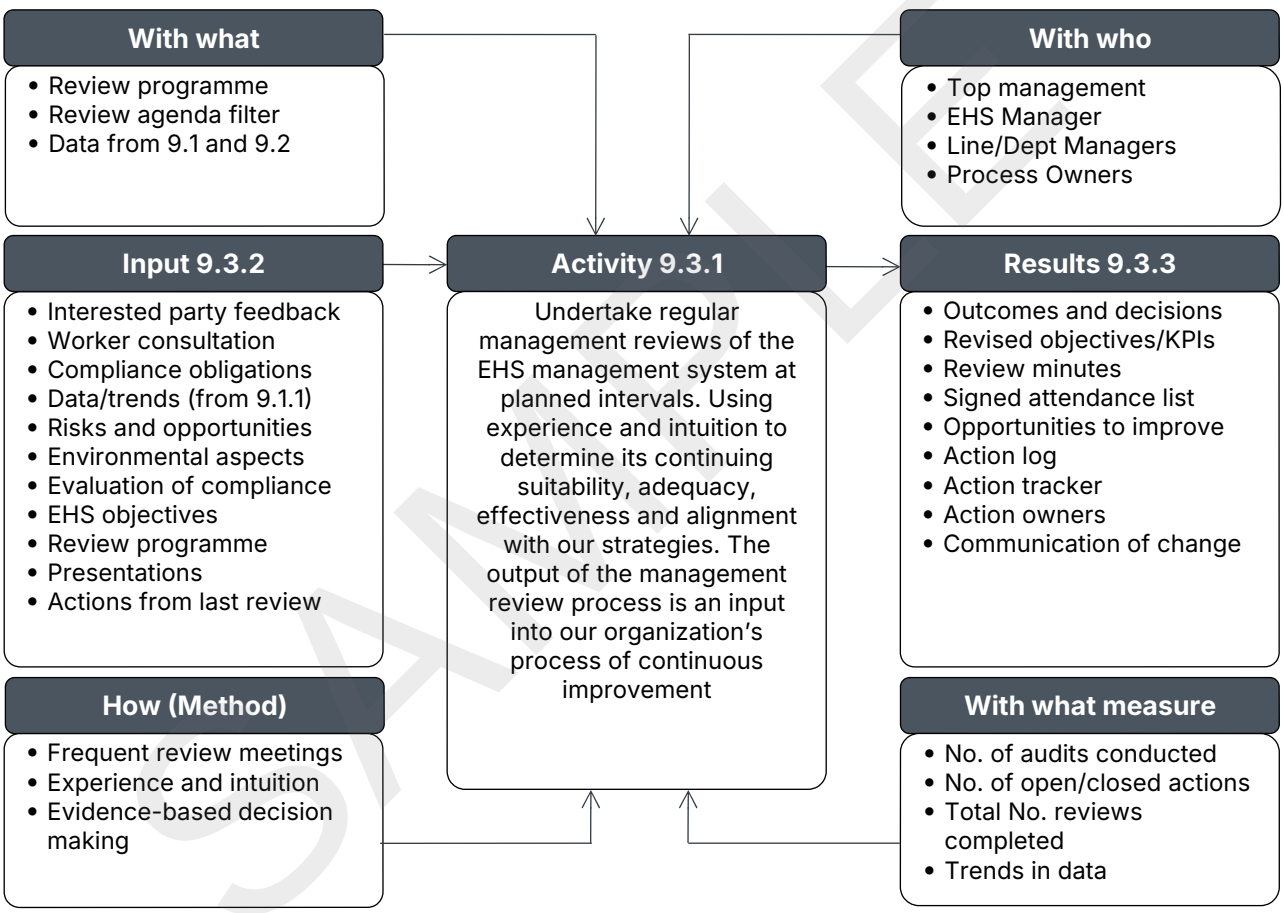
Management Review Guidance

ISO 14001:2026 & 45001:2018

1 What is a management review?

The subparagraphs of ISO 14001 and ISO 45001 Clause 9.3, Management Reviews are an opportunity to evaluate the overall management controls that are in place to determine the effectiveness of the environmental and health and safety programmes, and to make improvements or to institute and track corrective action and to ensure that improved management controls are implemented.

The process overview map in the Management Review Procedure.docx helps to map out the arrangements by providing an overview of the different elements that are involved in the review of the process, e.g., its inputs from other processes, its outputs to other processes, who is involved, and what the deliverables are for example:



Management reviews are done best when they follow a simple, defined, and documented process that ensures that all aspects are covered and suitable records are maintained.

The management review requirement relies on evidence-based decision making; these are some actions you can take to enhance evidence-based decision making:

1. Determine, measure, and monitor key indicators to demonstrate performance;
2. Ensure all data needed is available to the relevant people to analyze;
3. Ensure that data and information are sufficiently accurate, reliable, and secure;
4. Analyse and evaluate data and information using suitable methods;
5. Ensure people are competent to analyze and evaluate data as needed;
6. Make decisions and take actions based on evidence, balanced with experience and intuition.

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1.1 Why are management reviews required?

Management reviews are required to evaluate the management system's continuing suitability, adequacy, and effectiveness. Here's what ISO 14001 and ISO 45001 are all about - defining a policy and creating a plan with relevant objectives. You then implement the system according to the plan. You then begin auditing, monitoring, and measuring performance against the plan and reacting to your findings.

The management review process is a platform for determining and providing the resources needed to implement and maintain the EHS management system, to improve its effectiveness continually, and to better meet its compliance obligations.

By considering each section of the system at the review meeting, Top management can make decisions as to what changes need to be made (if any) to ensure the management system will continue to work effectively.

1.2 What needs to be monitored and measured?

First, study what top management already does to periodically review the performance of the management system. Appropriate data is determined, collected, and analyzed to demonstrate the suitability and effectiveness of the EHS management system and to evaluate where continual improvement of the effectiveness of the system can be made.

The organization should use data to evaluate where the effectiveness of the EHS management system can be improved using the documented output of the analysis and evaluation process. Analyzed data is an input for:

1. Improvement process;
2. Performance meeting (short term);
3. Management review;
4. Proof of process control during external audits.

Ensure that the processes requiring statistical control have been identified and that data capture instructions, such as procedures, EHS plans, data collection sheets, data acquisition software, sampling techniques, and frequency, are communicated and actioned.

1.3 What needs to be evaluated?

Clause 9.1.1 of ISO 14001:2026 & ISO 45001:2018+A1:2024 provides a clear framework of what needs to be monitored, measured, analyzed and evaluated in order to evaluate environmental and OH&S performance, ensure conformity of the EHS management system, and continually improve system effectiveness.

Organizations should analyze and evaluate appropriate data and information arising from the results of monitoring and measurement activities (9.1.1), as an input to the management review process (9.3). Verify that your organization analyses and evaluates:

1. Environmental and OH&S performance;
2. The fulfillment of compliance obligations;
3. The performance and effectiveness of the EHSMS;
4. If planning has been implemented effectively;
5. The effectiveness of actions taken to address risks and opportunities;
6. The performance of external providers;
7. The need for improvements to the EHSMS.

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Clause 9.1.1 requires businesses to analyze and evaluate data and information obtained either internally about the EHS management system and the characteristics of its operations or externally; about the performance of its suppliers and contractors and the fulfillment of its compliance obligations.

Organizations will need to demonstrate that they are using the output from their analysis and evaluation processes to identify operational trends, underperformance areas, and improvement opportunities (e.g., increasing efficiency and effectiveness).

This requires knowing what needs to be analyzed and evaluated, and the answer is specific to your products, services, and operational scenario (e.g., interested parties, contracts, context, etc.). An easy way to understand what needs to be analyzed and evaluated is to start asking:

1. What do I need to measure to get the data needed to analyze and evaluate?
2. How will I measure and get that data? E.g., remote sensor monitoring, inspections?
3. When do I get this data? (How often);
4. Who do I communicate the data analysis to? E.g., customer, regulator, management?

The organization should employ appropriate tools and techniques to support this activity. The analysis and evaluation results should be made available to the Top management for their review (See 9.3.2) and to evaluate any identifiable characteristics or trends that could potentially lead to a nonconformity occurring.

1.4 Who should be involved with management reviews?

The purpose of the process is that Top management must periodically review the EHSMS to ensure its continuing suitability, adequacy, and effectiveness while addressing the possible need for changes to the EHS policy, objectives, targets, and other elements of the management system, as per ISO 14001:2026 and ISO 45001:2018+A1:2024 Clause 9.3.

Top management involvement in the management review, preferably as chairperson, is fundamental to the success of the management system. Process owners appropriate to the meeting agenda must attend management review, such as; the Purchasing Manager, EHS Manager, Safety Manager, HR Manager, and Department Managers, as well as; Directors and Executives are considered Top management.

The management review should include representation from Top management, functional managers, line managers, process owners, and action owners. This is an activity that Top management should conduct in alignment with the organization's strategic direction. Its purpose is to review information on the performance of the EHS management system in order to determine if it is:

1. Suitable (fit for purpose);
2. Adequate (meets the needs of the organization);
3. Effective, refer to ISO 14001:2026 & ISO 45001:2018+A1:2024 Clause 4.4 (achieves intended results).

Each Manager should prepare their department's report, to be circulated prior to the meeting, that summarizes aspects of your organization’s performance.

Role	Reporting
Managing Director (Chair Person)	Strategy and policy
Audit Coordinator	Audit results
EHS Manager (Minutes)	Objectives achievement, monitoring, and measuring

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