1. Purpose and Scope

ISO 14001:2026 Clause 6.1.4 requires organisations to determine the risks and opportunities that need to be addressed to ensure the EMS can achieve its intended outcomes, prevent or reduce undesired effects, and achieve continual improvement. The F0614-01 Risk & Opportunity Register provides a comprehensive, scored methodology based on ISO 31000:2018 Risk Management Guidelines for identifying, assessing, treating, and reviewing environmental risks and opportunities.

Strategic risk data analysis involves using data insights to identify, assess, and mitigate risks that could impact your organisation's long-term goals and strategic objectives. By centralising risk-related data, the register improves visibility and supports effective decision-making.

The register is designed for use by the EMS Manager and all process owners responsible for identifying and managing risks and opportunities within their area. It is a key input to the ISO 14001:2026 Clause 9.3 management review and is reviewed at every internal and external audit.

> **ISO 14001:2026 Clause 6.1.4 requires the organisation to:**
>
> Determine the risks and opportunities that need to be addressed to give assurance that the EMS can achieve its intended results
>
> Prevent or reduce undesired effects, including the potential for external environmental conditions to affect the organisation
>
> Achieve continual improvement
>
> *Maintain documented information on the risks and opportunities that need to be addressed and the processes and actions needed to address them, to the extent necessary to have confidence they are carried out as planned.*

2. Workbook Structure

The workbook contains seven sheets:

Sheet	Purpose
Risk & Opportunity Register	The main register. Contains all risk and opportunity entries across 33 columns (A–AG). All data entry, except formula-driven columns (O, P, Q, Z, AA, AF), takes place on this sheet. Data begins at row 5.
Risk Assessment Scoring	The scoring reference sheet. Contains the 5×5 Likelihood × Impact matrix criteria, the five exposure band definitions and required management actions, and the full risk response strategy definitions for both threats and opportunities. Review and amend these definitions to match your organisation's risk thresholds.
Guidance	Overview guidance on the purpose of the register, the ISO 14001:2026 Clause 6.1.4 requirement, and step-by-step instructions for initial set-up. Includes guidance on editing the process name, owner, and category dropdown lists in rows 107 onwards.
Dashboard	Auto-updating KPI dashboard driven by formulas. Provides a summary compliance position, risk exposure counts by band, and status breakdown for management review. No data entry required on this sheet.
Risk Distribution	Auto-updating chart showing the distribution of risk entries across the five exposure bands. Refreshes automatically when register data is updated. No data entry required.
Exposure by Process	Auto-updating pivot chart showing pre-control and post-control exposure distribution by process area. Refreshes automatically. No data entry required.

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Score	Rating	Percentage	Definition
4	**High**	50–94%	Likely — more likely than not to occur. Has occurred in this organisation or regularly in similar contexts.
5	**Very High**	>95%	Almost certain to occur — expected to happen in most circumstances. Is currently occurring or has occurred repeatedly.

4.2 Impact Scoring Criteria

Score based on the potential severity of consequences if the risk materialises or the opportunity is missed.

Score	Rating	Definition
1	**Very Low**	Minimal or negligible impact. No regulatory consequence. Consequences easily managed within routine operations with no resource diversion.
2	**Minor**	Minor impact manageable with existing resources. Low-level regulatory notification may be required. Limited effect on EMS performance or reputation.
3	**Medium**	Moderate impact requiring specific management attention. Regulatory compliance risk present. Potential for stakeholder complaint or media attention. Management system review required.
4	**High**	Significant impact with serious consequences. Regulatory enforcement likely. Potential for prosecution, permit condition breach, or loss of certification. Major reputational damage possible.
5	**Very High**	Catastrophic impact. Irreversible environmental damage, site shut-down, criminal prosecution, or unlimited fines. Loss of operating licence. Existential threat to EMS certification or business continuity.

4.3 Exposure Bands and Required Management Actions

Score	Band	Required Treatment	Management Control Action
1–4	**Very Low**	Monitor	No mitigation required. The risk is ALARP. Monitor to ensure it remains tolerable at this level. Review at least annually.
5–8	**Minor**	Maintain assurance	Maintain assurance that the risk remains tolerable. Monitor using routine procedures. Unlikely to need specific resource allocation. Review within 18 months.
9–12	**Medium**	Reduce / Monitor	Tolerable if the cost of reduction exceeds the improvement gained. Mitigate through specific management reviews and monitoring. Review within 12 months.
13–16	**High**	Reduce or justify	Tolerable only if risk reduction is impractical or cost is disproportionate. Implement controls to reduce risk to ALARP. Escalate to senior management. Review within 6 months.
17–25	**Very High**	Immediate action	Intolerable — the risk cannot be justified except in extraordinary circumstances. Cease related activities until adequate controls are in place. Immediate Top Management escalation required. Review within 3 months.

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