Management Review

ISO 9001:2026 Edition

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Standard	Title	Description
BS EN ISO 9000:2026	Quality management systems	Fundamentals and vocabulary
BS EN ISO 9001:2026	Quality management systems	Requirements (clause 9.3 Management review addressed in full — 9.3.1 General, 9.3.2 Inputs, 9.3.3 Results)
ISO 9004:2018	Quality management	Quality of an organization — guidance on management-review content for sustained success
ISO 19011:2026	Guidelines for auditing management systems	Audit findings as a management-review input
IATF 16949:2016 — management review	Automotive QMS	Customer-flowed-down management-review inputs and frequency (where applicable)
AS9100:2016 — management review	Aerospace QMS	Aerospace-specific management-review obligations (where applicable)
ISO 13485:2016 — management review	Medical devices QMS	Medical-device-specific management-review obligations (where applicable)
GMP/GxP Quality Reviews	Pharmaceutical Quality System	Annual Product Quality Review and other GMP review obligations (where applicable)
ISO/IEC 27001:2022 — management review	Information security management	ISMS management-review obligations (where applicable)
UK GDPR/DPA 2018 — Article 24 accountability	Personal-data accountability evidence	Demonstration of accountability through management-review evidence
FCA SMCR/Consumer Duty — governance	Financial services governance	Senior-Manager-Conduct-Regime accountable management review (where applicable)
TCFD/IFRS S2 — climate-related disclosures	Climate disclosure governance	Board-level review of climate-related risks and opportunities (where applicable)
Section 172 Companies Act 2006	Director duties	Director-level oversight of stakeholder-impact considerations relevant to management review

Internal Documents

Reference	Title
M0100-01	Quality Manual (the QMS scope under review)
P0410-01	Context Analysis (climate-relevance determination feeds review input)
P0420-01	Interested Party Analysis (interested-party expectations as review input)
M0100-01 §5.1	Leadership and Commitment (Top Management ownership of review)
P0611-01	Risks and Opportunities (R&O effectiveness as review input)
P0723-01	Competence (review-attendee competence)
P0750-01	Documented Information (review record retention)
P0820-01	Order & Contract Review (customer-data feed)
P0840-01	Supplier Evaluation (supplier-performance feed)
P0850-01	Product Provision (production-KPI feed)
P0860-01	Inspection & Testing (inspection-KPI feed)

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- Producing the cost-of-quality input — internal failure cost, external failure cost, appraisal cost, prevention cost — where the QMS-finance integration supports it;
- Validating the financial implications of resource decisions arising from review;
- Supporting business-case review for QMS-related investment proposals.

1.3.10 All Employees

All employees are responsible for cooperating with the management-review process:

- Providing accurate operational data when requested for review-input compilation;
- Implementing review-driven actions assigned to them within agreed timescales;
- Reporting suspected obstruction of the review process or pressure to misrepresent review evidence to the Process Owner.

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 management system at planned intervals 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 customer-critical issues, with the entire review cycle of the quality management system occurring annually.

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

Agenda Item (9.3)	Impact on Customer or Business	Frequency	Type of Meeting
Previous actions	High	Monthly	Functional review
Changes to the QMS	Low	Six-monthly	QMS review
Performance of the QMS	Very High	Weekly/Daily	Quality review
Customer satisfaction	High	Monthly	Functional review
Quality objectives	Medium	Quarterly	Planning review

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Agenda Item (9.3)	Impact on Customer or Business	Frequency	Type of Meeting
Product/Process conformity	Very High	Weekly/Daily	Quality review
NCR/CAR root-causes	Medium	Quarterly	Planning review
Monitoring and measurement results	Very High	Weekly/Daily	Quality review
Internal audit results	Low	Six-monthly	QMS review
External providers	Medium	Quarterly	Planning review
Resources required	Medium	Quarterly	Planning review
Actions to address risk	Low	Six-monthly	QMS 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 Quality 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 achievement of the quality objectives, are undertaken quarterly.

Agenda Item (9.3.2)	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Status of actions from previous review meeting	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Changes in external and internal issues relevant to the QMS	✓						✓					
Changes in needs and expectations of interested parties relevant to the QMS	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Nonconformities and the status of corrective actions	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Monitoring and measurement results		✓			✓			✓			✓	
Audit results	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Customer satisfaction and feedback from relevant interested parties		✓			✓			✓			✓	
The extent to which the quality objectives have been met	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Process performance and conformity of products	✓	✓	✓	✓	✓	✓	✓	✓	✓		✓	✓
Performance of external providers	✓			✓			✓			✓		
Opportunities for improvement			✓			✓			✓			✓
Adequacy of resources	✓		✓		✓		✓		✓		✓	
Effectiveness of actions taken to address risks	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Effectiveness of actions taken to address opportunities	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

1.4.4 Agenda

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