Reference	Title	Relationship
		updated via this register, with high-risk suppliers escalated to F0611-01
P0410-01	Context Analysis (Procedure)	Upstream procedure; provides the context-issue feed into risk identification
P0420-01	Interested Party Analysis (Procedure)	Upstream procedure; provides the stakeholder-derived feed into risk identification
P0840-01	Supplier Evaluation	Receives supplier-side risk treatment decisions; F0840-07 is the supplier-side mirror
P0913-01	Analysis & Evaluation	Receives risk-process KPI outputs (§1.5)
P0930-01	Management Review	Receives risk and opportunity outputs as a Clause 9.3.2(g/h) input ("effectiveness of actions taken to address risks and opportunities")
P0920-01	Internal Audit	Audit evidence supporting risk and opportunity outputs is gathered under P0920-01 where applicable
P1020-01	Nonconformity & Corrective Action	Receives risks crystallised into incidents; sustained KPI underperformance (§1.5) routes here

1.1.3 Terms & Definitions

Term	Definition
Risk	The effect of uncertainty on objectives — may be positive (opportunity) or negative (threat) (ISO 9000:2026; ISO 31000:2018). Within this procedure, 'risk' is used by default to mean a negative effect; 'opportunity' is used for the positive effect.
Opportunity	A set of circumstances that makes it possible to do something positive — develop new products, markets, processes, or improve operational efficiency. Identified, scored, and treated through this procedure on F0611-01.
Risk source	An element which alone or in combination has the potential to give rise to risk. Includes context issues (P0410-01), stakeholder-driven factors (P0420-01), supplier-attributable factors (P0840-01), operational performance trends, and external events.
Risk identification	The process of finding, recognising, and describing risks. Output is the set of candidate entries for F0611-01 — each with source, description, cause, consequence, and existing controls.
Risk assessment	The overall process of risk identification, risk analysis, and risk evaluation.
Risk analysis	The process of comprehending the nature of risk and determining the level of risk — Likelihood × Impact = Risk Score (5×5 scale, 1–25).
Risk evaluation	The process of comparing the analysed risk against the risk criteria to determine whether the risk and its magnitude are acceptable or tolerable.
Likelihood	The chance of an event occurring, scored 1 (Rare) to 5 (Almost Certain). Recorded against each entry.
Impact / Consequence	The outcome of an event affecting objectives, scored 1 (Insignificant) to 5 (Catastrophic). Recorded against each entry.
Risk Score	Auto-calculated Likelihood × Impact, producing a value 1–25. Pre-control score is recorded in the L–Q range; post-control (residual) score in the X–AA range of F0611-01.

SAMPLE

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Term	Definition
Risk band / Risk Tolerance	One of four bands derived from the Risk Score: Low (1–4), Medium (5–9), High (10–15), Very High (16–25). Determines treatment urgency, approval tier, and review cadence.
Risk appetite	The amount and type of risk that the organisation is willing to pursue or retain in pursuit of its objectives. Set by Top Management; expressed in the bands above.
Risk treatment	The process of selecting and implementing options for modifying risk: Avoid, Reduce / Mitigate, Transfer / Share, Accept (for threats); Exploit, Enhance, Share, Ignore (for opportunities).
Risk Owner	The accountable role for a specific risk — the person with the authority and responsibility to manage it. Recorded against each F0611-01 entry (Column W).
Residual risk	The risk remaining after risk treatment has been implemented. Captured in the post-control scoring columns X–AA.
Risk Movement	Auto-calculated indicator (F0611-01 Column AE) of whether the risk has been Reduced, is Unchanged, or has Increased between consecutive reviews.
Days Open	Auto-calculated days since Date Raised (F0611-01 Column AF); used to identify long-running risks.
Review Due	Auto-calculated next review date (F0611-01 Column AG); cadence is moderated by Risk Tolerance band per §1.5.
Linked Risk Ref	The cross-reference recorded by upstream procedures (F0410-01 Col S, F0420-01 Col V) showing the F0611-01 entry that holds an escalated context issue or interested party.
Climate-related risk	Risks arising from climate change (per ISO 9001:2026 Clause 4.1) split into physical risks (acute and chronic) and transition risks (policy, technology, market, reputation).
Risk register	The F0611-01 record of identified risks and opportunities; the system of record for the Clause 6.1 process.
Risk Administrator	The role responsible for register maintenance, training facilitation, and the operational integrity of the F0611-01 spreadsheet (typically the Quality Manager or a delegate).

1.1.4 ISO 9001:2026 Clause Coverage

This procedure is the principal mechanism for satisfying ISO 9001:2026 Clause 6.1, including the climate-change considerations required by Clause 4.1. It draws inputs from upstream context and stakeholder procedures, and feeds outputs to downstream operational, monitoring, and review procedures.

Clause	Title	Coverage
4.1	Understanding the organisation and its context	Upstream input; addressed in full by P0410-01 (F0410-01 Col S → F0611-01)
4.2	Understanding the needs and expectations of interested parties	Upstream input; addressed in full by P0420-01 (F0420-01 Col V → F0611-01)
5.1.1 (g, k)	Top Management commitment — promoting continual improvement; risk-based and opportunity-based thinking	1.3.1 (Top Management responsibilities); 1.5 (KPI reporting at Management Review)
6.1.1	Determining risks and opportunities	1.4 (full process); 1.5 monitoring
6.1.2	Actions to address risks	1.4 (risks are determined, analysed and evaluated; treatment selection: Avoid / Reduce / Transfer / Accept); actions proportionate to the potential impact on

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