



ISO 14001:2026 Transition

Supplier Review & Management Review Checklists

Two operational tools for the two processes most reshaped by the 2026 revision.

Use this to close Clause 8 supplier scope and restructure your management review into the new Inputs / Process / Results format.

April 2026

2 CHECKLISTS

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Why these **two** matter most

Clauses 8 and 9.3 carry the heaviest rebuild in the 2026 edition.

ISO 14001:2026 moved seven clauses. Two of them now demand operational work that cannot be closed with a policy update. Clause 8 reframes "outsourced processes" as "**externally provided processes, products or services**" – pulling every 3PL, subcontractor, waste handler, and contract processor inside the EMS. Clause 9.3 restructures the management review into three mandatory sub-clauses: **Inputs, Process, Results** – with inputs that *shall be included*, not considered.

Both checklists below are walking-order tools. Take them into a real supplier review and a real management review – not a boardroom. The gaps will be visible inside an hour.

BEFORE YOU START

Who owns each checklist

Supplier evaluation – procurement lead, with EMS manager alongside. Pilot against the ten highest-volume or highest-risk providers before scaling.

Management review – EMS manager drafts, top management approves. The first restructured review should be scheduled before the end of 2026 so the cycle is settled before transition audit.

ORGANIZATION

REVIEW PERIOD

LEAD REVIEWER

DATE



Ready

Documented & operating



Partial

Exists but incomplete



Gap

Not yet addressed

Supplier & externally-provided-process evaluation

12 items aligned to the new Clause 8. Run one checklist per supplier, or a consolidated view for the top ten.

PRE-QUALIFICATION AND SCOPING

- | | | | | |
|-----------|---|--------------------------|--------------------------|--------------------------|
| 01 | Classification of EMS relevance documented for each supplier. Tiered by impact on aspects, compliance obligations, or emergency exposure – not just spend. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 02 | Scope of control vs influence defined and recorded. Clause 8 requires proportionate control – not the same treatment for every provider. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 03 | Supplier environmental certifications on file (ISO 14001, sector schemes, country equivalents). Expiry dates tracked. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 04 | Valid host-country licenses, permits, waste-carrier registrations collected and verified. MENA jurisdictions vary – never assume transferability. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

CONTRACT AND TENDER INTEGRATION

- | | | | | |
|-----------|--|--------------------------|--------------------------|--------------------------|
| 05 | Signed environmental code or contract clauses . Silent contracts are a Clause 8 audit finding under the 2026 edition. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 06 | Environmental criteria embedded in tender evaluation – weighted, scored, and traceable. Lowest-price-only selection no longer defensible. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 07 | Pre-mobilization audit conducted for high-risk suppliers. Document scope, findings, corrective actions before contract award. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

Supplier evaluation **continued**

Items 8 through 12 – ongoing monitoring, induction, emergency coordination, and performance review.

ONGOING MONITORING AND PERFORMANCE

- | | | |
|-----------|---|--|
| 08 | Supplier environmental KPIs on a defined cadence – quarterly for high-impact, annual for low. Aligned to your own monitoring (Clause 9.1). | <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> |
| 09 | Defined escalation path for non-conformance. Named owner on both sides. Trigger thresholds documented – not left to judgment. | <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> |

OPERATIONAL INTEGRATION

- | | | |
|-----------|--|--|
| 10 | On-site induction to the buying organization's EMS – aspects, emergency procedures, reporting routes. Induction record kept on file. | <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> |
| 11 | Participation in joint emergency drills where the supplier is relevant to on-site response (fuel delivery, chemical logistics, waste collection, specialist contractors). | <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> |
| 12 | Annual performance review feeding pre-qualification status. Link KPI outcomes to renewal, re-scoring, or removal from approved-supplier list. | <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> |

WHAT AUDITORS WILL LOOK FOR

The evidence trail, not the procedure

Under 2026, Clause 8 audit findings are increasingly written against *missing supplier evidence* – not missing procedures. Have three things ready per high-risk supplier: classification record, signed environmental clause, most recent KPI or audit outcome.

Management review — **Inputs / Process / Results**

Clause 9.3 is now three sub-clauses. Your review agenda needs to match.

The 2015 management review was a single block of "considerations." The 2026 edition splits it into three mandatory sub-clauses with documented evidence required for each. Use the structure below as your agenda template. Mandatory inputs are marked **bold** — these must all be documented.

Inputs

CLAUSE 9.3.1

- **Status of prior actions** from previous management reviews
- **Changes in context** — climate, biodiversity, pollution, resource scarcity, regulatory shifts
- **Changes in interested-party needs** and compliance obligations
- **Significant aspects and emerging risks and opportunities**
- **Objectives achievement** — targets, progress, variances
- **Environmental performance indicators**
- **EMS effectiveness indicators** (*new in 2026 — distinct from performance*)
- **Resource sufficiency** — people, budget, systems
- **Communications from interested parties** including complaints
- **Internal and external audit results**
- **Compliance evaluation results**
- **Corrective-action status**
- **Monitoring and measurement results**
- **Emergency-preparedness testing results**
- **Improvement opportunities**

All mandatory inputs documented before the review meeting

Process

CLAUSE 9.3.2

- **Scheduled at least annually** and triggered by significant change (M&A, site opening, major regulatory shift)
- **Chaired by top management** — not delegated to EMS manager
- Attendee **competence verified** against agenda scope
- **Minuted** with named contributors, decisions, and owners
- Decisions **data-driven** rather than narrative — supported by indicators, not opinion

Review conducted in line with documented process

Results

CLAUSE 9.3.3

- **Documented conclusions** on EMS suitability, adequacy, and effectiveness
- **Decisions on continual improvement**
- **Decisions on EMS changes** — these feed directly into Clause 6.3
- **Named action items** with owners and due dates
- **Resource-allocation decisions**
- **Implications for strategic direction**
- **Updates needed** to risks, aspects, compliance obligations

All results recorded, actions assigned, minutes approved

NEXT STEP

Run your first restructured review before year-end.

HAC templates, chairs, and documents management reviews across GCC and Egyptian SMEs. The first 2026-compliant review should be scheduled before the end of this year so the cycle is settled by the time you book your transition audit.

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