

What to Expect in ISO 9001:2026

A practical, plain-language guide to the coming revision — what is changing, what it means for your existing QMS, and what to review now.



Who We Are

Centauri Business Group turns ISO management-system requirements into practical manuals, procedures, forms, and implementation tools. Our focus is documentation people can actually use — structured for audit readiness, easy to customize, and designed to reduce the work of building and maintaining a management system.



Quality

ISO 9001



Environmental

ISO 14001



Health & Safety

ISO 45001

What We'll Cover



01

Why the Standard Is Changing

The revision cycle, and why 2026 is different



02

Six Shifts Worth Planning For

The big-picture changes and what they signal



03

What Changes at the Clause Level

A closer look at the requirements in motion



04

Getting Your QMS Ready

A practical readiness review, transition roadmap, and next steps.

Where ISO 9001:2026 Stands Today

What is settled, what is not, and which edition you certify to right now

	Where things stand
Current text	ISO/FDIS 9001 — the Final Draft International Standard
Expected publication	September 2026
Edition you certify to today	ISO 9001:2015, including Amendment 1:2024
After publication	Certified organizations receive a transition period
Basis of this briefing	Originally analyzed from the DIS

Publication-day action: re-verify every clause claim in this guide against the published ISO 9001:2026 text, then update the guide and its review date.

01

Why the Standard Is Changing

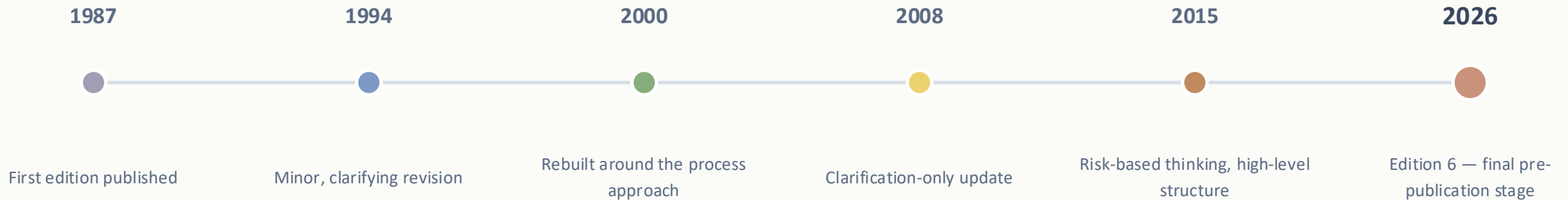
The revision cycle behind ISO 9001:2026, and what's driving it



SECTION 01

ISO 9001 Has Always Evolved

A brief history of the standard's revisions



ISO 9001:2015 was a major structural revision. The 2026 edition builds on that foundation — expect targeted changes in emphasis, clarity, and application rather than a wholesale redesign of your QMS.

Why Another Revision — and When?

Q Why revise a standard that's barely ten years old?

ISO periodically reviews its standards to keep them relevant. Following international consultation, ISO members concluded that a revision would add value by improving clarity and aligning ISO 9001 with current organizational realities and the evolving management-system framework.

Q When does the revised standard take effect?

ISO currently expects publication in September 2026, and the revision is in its final pre-publication stage. Organizations certified to ISO 9001:2015 will have a transition period after publication — confirm the detailed arrangements from official ISO, IAF, accreditation and certification-body guidance when issued.

02

Six Shifts Worth Planning For

The big-picture changes — and what each one signals for your QMS





CONTEXT & SUSTAINABILITY

SECTION 02 · SIX SHIFTS

Broader Context and Sustainability Considerations

The revision folds the 2024 climate-change amendment into the base text and tightens the link between the organization's strategic direction and the intended results of the QMS. There is no standalone sustainability clause.

Climate change is not new in 2026 — it has been a requirement since Amd 1:2024. What changes is where it lives.



RISK & OPPORTUNITY

A Sharper Line Between Risk and Opportunity

The revised text treats risk and opportunity as two distinct disciplines rather than one combined idea. Expect more rigorous expectations for identifying, analyzing, and treating risk — and a clearer path for pursuing opportunity on its own terms.

Clause 6.1 splits into 6.1.2 (risk) and 6.1.3 (opportunity) — separate requirements make it harder to treat the existence of an opportunity as sufficient treatment of the associated risk.



TECHNOLOGY & WAYS OF WORK

Technology and Changing Ways of Work

The revision reflects a business environment shaped by digital technology and new ways of working. The practical question is whether your QMS adequately controls the technologies and working arrangements on which quality now depends.

Think beyond buildings and equipment — remote access, collaboration platforms, cloud systems, automated workflows, data availability and technology dependencies may all matter.



CULTURE & LEADERSHIP

Quality Culture Moves Further Into View

The revision gives greater visibility to leadership, quality culture, ethical conduct and accountability. It broadens the conversation beyond whether required training was completed, toward how leadership, behaviours, process ownership and working conditions support consistent quality outcomes.

Quality culture and ethical conduct appear in the requirements text on leadership — not only in supporting guidance.



CLARITY & USABILITY

Clearer Requirements, Same Framework

ISO describes the revision as a targeted update rather than a redesign. The familiar framework remains, while wording and supporting guidance — including a new annex of supplementary guidance — are refined for clarity, usability and consistency.

Most organizations should be improving an existing QMS, not rebuilding it.



RESILIENCE & ADAPTABILITY

Built for Disruption

The practical question is not whether every disruption can be predicted. It is whether the QMS helps the organization maintain conformity, adapt, and recover when conditions change.

Review infrastructure, suppliers, operational controls, risk planning, knowledge and change management through a disruption-and-recovery lens.

03

What Changes at the Clause Level

A closer look at the requirements currently in motion



Clauses Currently Marked for Change

Based on ISO/FDIS 9001. Final wording should be checked again when ISO 9001:2026 is published.

4.1 Understanding the Organization and Its Context

4.2 Needs & Expectations of Interested Parties

4.4.2 The QMS and Its Processes

5.1 Leadership and Commitment

5.2.1 Establishing the Quality Policy

6.1.2 Actions to Address Risk

6.1.3 Actions to Address Opportunity

6.2 Quality Objectives and Planning

6.3 Planning of Changes

7.1.3 Infrastructure

7.1.4 Environment for Process Operation

8.1 Operational Planning and Control

8.2.1 Customer Communication

9.1.2 Customer Satisfaction

9.2.2 Internal Audit

10.1 Continual Improvement

Before & After: Clause 4.1, In Practice

Understanding the Organization and Its Context

2015 EDITION

Determine the external and internal issues relevant to your purpose and strategic direction that affect your ability to achieve the QMS's intended results. Monitor and review that information.

AMENDMENT 1 (2024)

Adds the requirement to determine whether climate change is a relevant issue for the organization's context.

ISO/FDIS 9001

Carries both forward. The climate-change requirement is integrated into the base text rather than sitting in a separate amendment.

What it means: *if the QMS already implemented the 2024 climate amendment properly, climate relevance should not be treated as a brand-new 2026 gap.*

Before & After: Clause 4.2, In Practice

Understanding the Needs and Expectations of Interested Parties

2015 EDITION

Determine the interested parties relevant to the QMS, and their relevant requirements, because of their effect on your ability to consistently supply conforming products and services.

Amendment 1 (2024) added a note that these parties may have climate-related requirements.

ISO/FDIS 9001

Adds a third step: decide which of those requirements the QMS will actually address.

The 2024 climate-change note carries forward unchanged. Monitoring and review are unchanged.

What to review: *identify relevant interested parties and their requirements, then be clear about which requirements the QMS needs to address. Climate-related requirements were already highlighted through the 2024 amendment.*

Before & After: Clause 5.2, In Practice

Establishing the Quality Policy

2015 EDITION

Top management must establish, implement and maintain a quality policy that suits the organization's purpose and context and supports its strategic direction.

It must provide a framework for quality objectives and commit to meeting applicable requirements and to continual improvement of the QMS.

ISO/FDIS 9001

The same four requirements, under the retitled heading “Quality policy”.

Adds an explicit instruction that the policy be implemented and maintained with the organization's context and strategic direction in view.

What to review: *test whether the quality policy still reflects the organization you have today. If context, strategy, customers, risks or operating model have changed materially, the transition is a sensible time to revisit it.*

Before & After: Clause 6.1.2, In Practice

Actions to Address Risks

2015 EDITION

Plan actions to address risks and opportunities together, integrate them into QMS processes, and evaluate their effectiveness.

Actions must be proportionate to the potential impact on the conformity of products and services.

ISO/FDIS 9001

Risk gets its own clause. Establish processes to identify, analyse and evaluate risks that could undesirably affect your ability to deliver conforming products and services consistently.

A note adds risks to delivery following a disruption to operations.

What to review: *whether the process identifies, evaluates, addresses, integrates and follows up on risks clearly enough — particularly risks that could interrupt delivery of conforming products and services.*

Before & After: Clause 6.1.3, In Practice

Actions to Address Opportunities — A New Clause

2015 EDITION

No standalone requirement. Opportunities were handled alongside risk in 6.1.2.

Examples — new practices, new products, new markets, new customers, partnerships and new technologies — appeared only in an explanatory note.

ISO/FDIS 9001

A new clause. Establish processes to identify opportunities that could desirably affect your ability to deliver conforming products and services consistently.

Plan actions, integrate them into QMS processes, and evaluate their effectiveness — the same discipline now applied to risk.

What to review: *whether you can identify worthwhile opportunities, decide which to pursue, integrate the actions into relevant processes, and evaluate the results.*

Before & After: Clause 7.1.3, In Practice

Infrastructure

2015 EDITION

Determine, provide and maintain the infrastructure needed for the operation of your processes and to achieve conformity of products and services.

A note lists buildings and utilities, equipment including hardware and software, transport, and information and communication technology.

ISO/FDIS 9001

The same requirement, with one addition: infrastructure for remote and hybrid working, where applicable.

The explanatory note is otherwise unchanged.

What to review: *if remote or hybrid work affects conformity, treat the supporting infrastructure as part of the QMS rather than an IT-only issue — remote access, communications, availability and technology dependencies.*

Before & After: Clause 7.1.4, In Practice

Environment for the Operation of Processes

2015 EDITION

Determine, provide and maintain the environment needed for the operation of your processes and to achieve conformity of products and services.

A note lists social, psychological and physical factors — from non-discrimination and stress reduction to temperature, light and noise.

ISO/FDIS 9001

The requirement is unchanged, but the note gains two more factor types.

Technological — use of current technology — and cultural, covering the organization's quality culture and ethical conduct.

What to review: *the core requirement is unchanged — provide and maintain the environment needed for conformity. The updated supporting material broadens the factors to consider, including technology and organizational culture.*

Other Changes Worth Knowing

Clauses with smaller edits that still deserve a look during transition

Clause	What changed	Why review it
4.4.2	QMS process information wording	What you retain as documented info
5.1	Quality culture and ethics added	How leadership demonstrates it
6.2	Objectives and planning refined	Link to context and strategy
6.3	Planning of changes clarified	How changes are assessed
8.1	Operational planning refined	Operational criteria and evidence
8.2.1	Customer communication expanded	Channels, records, feedback
9.1.2	Customer satisfaction refined	How satisfaction data is used
9.2.2	Audit programme wording refined	Coverage of the new emphases
10.1	Environmental and climate impact	Monitoring and minimization

Each entry must be confirmed against the licensed ISO/FDIS 9001 before release — this table flags where to look, not final wording.

04

Getting Your QMS Ready

A realistic transition timeline, and how to use the runway you have



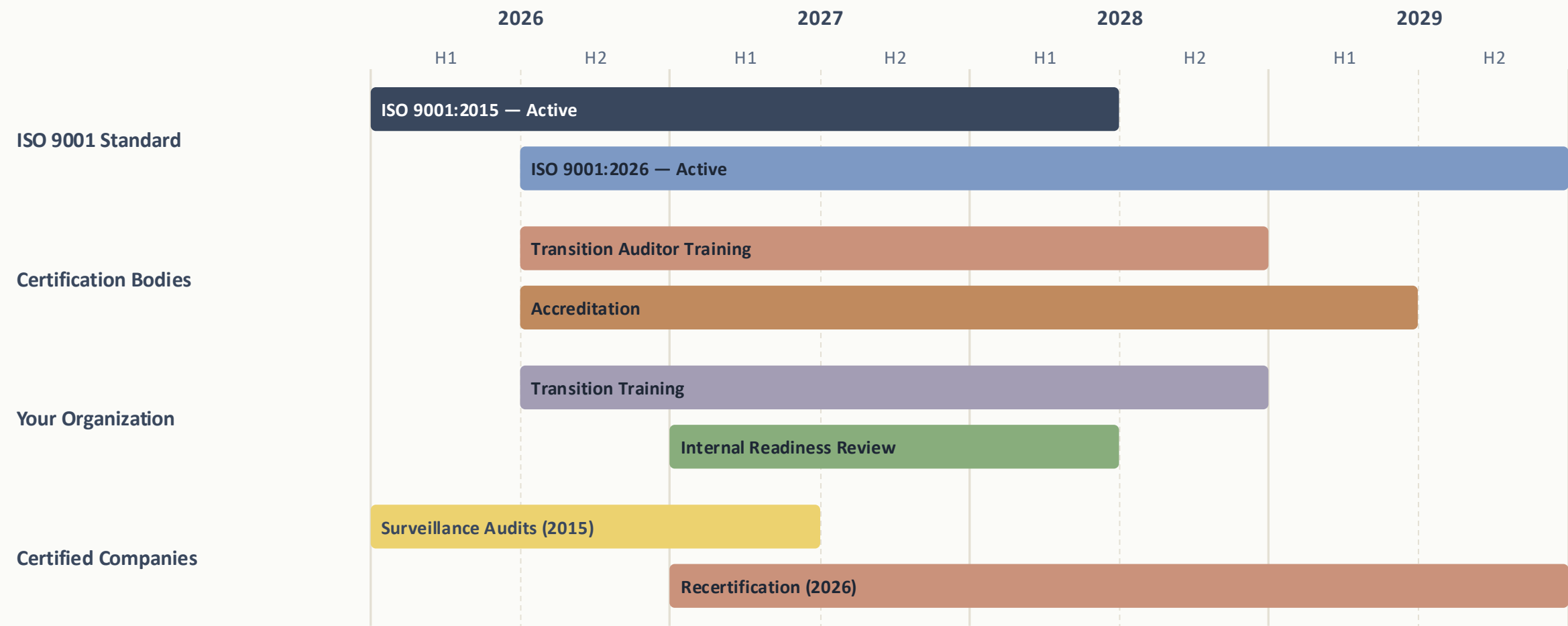
ISO 9001:2026 Readiness Review

Work through your existing QMS area by area — no rebuild required

Area	Ask yourself	Likely action
Context & interested parties	Revisited since Amd 1:2024?	Update context and party analysis
Leadership & culture	How is quality culture shown?	Evidence leadership behaviours
Risk	Are risks evaluated and owned?	Tighten register and follow-up
Opportunity	Are opportunities managed?	Add capture and evaluation steps
Infrastructure	Does remote work affect conformity?	Bring it into QMS scope
Process environment	Technology and culture considered?	Extend environment controls
Objectives & planning	Do objectives track strategy?	Refresh objectives and plans
Audit & management review	Do they cover the new emphases?	Update programme and inputs

Start with the system you already have. Identify the affected processes and evidence — don't rewrite everything.

Illustrative Transition Roadmap



Illustrative only. Post-publication milestones for accreditation, auditor training and certification are indicative — confirm actual dates from official ISO, IAF and certification-body guidance when issued.

SECTION 04



How Centauri Business Group Can Help



Six documents already rewritten for the 2026 edition — quality manual, internal audit, management review and more.
More updates are being added every day.

Free PDF preview on every product.



Direct access to our subject-matter experts — your questions answered by people who have run the transition



Editable MS Word, instant download, plus hands-on support translating clause changes into your existing documents.

Free upgrade to the 2026 edition through publication.

support@c-bg.com | c-bg.com/9001/iso-9001-2026-templates.html

Transition Action & Document Matrix

What to review, where it lives in your QMS, and where CBG can help

Change / area	What to review	Typical QMS artifact	CBG resource	Status
Context & interested parties 4.1, 4.2	Context analysis since Amd 1:2024	Context register	Quality Manual	2026 READY
Leadership & culture 5.1, 5.2	Culture promotion; policy fit	Policy, communications	Quality Manual	2026 READY
Risk & opportunity 6.1.2, 6.1.3	Evaluation, ownership, follow-up	Risk and opportunity registers	QPS 6.1-01	UPDATE COMING
Infrastructure 7.1.3	Remote access, tech dependencies	Infrastructure register	QPS 7.1-02	UPDATE COMING
Process environment 7.1.4	Technology, culture, conditions	Environment controls	QPS 7.1-01	2026 READY
Audit & review 9.2, 9.3, 10.1	Programme, inputs, environmental impact	Audit and review records	QPS 9.2-01, 9.3-01, 10.1-01	2026 READY

*UPDATE COMING means the established 2015-edition document — fully valid today. **Buying now includes a free upgrade to the 2026 release through publication.***

Sources & Methodology

What this guide is based on, and how it should be used

Primary sources

- ISO 9001:2015
- ISO 9001:2015/Amd 1:2024
- ISO/DIS 9001 — original analysis
- ISO/FDIS 9001 — verification
- ISO 9000:2026
- ISO/TC 176/SC 2 revision updates
- Official ISO 9001:2026 pages

Methodology

This briefing summarizes practical implications for educational purposes. It is not a substitute for obtaining and reviewing the applicable ISO publication.

Clause-level claims derived from the DIS are being reconciled against ISO/FDIS 9001. Final wording should be confirmed on publication.

Last reviewed: August 2026