

GOVERNANCE DOCS

ISO 14001:2026

Gap Assessment Report

ISO 14001:2026 Environmental Management System

Evergreen Packaging (sample)

Environmental management for the corrugated packaging plant and its warehouse.

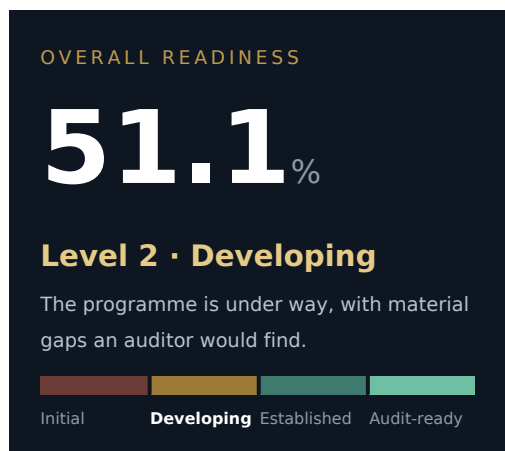
ASSESSED	25 September 2026
EDITION	2026 (fourth edition, published 15 April 2026)
IN SCOPE	46 requirements, 46 applicable
PROFILE	Manufacturing and industrial · 50 to 249 people
PREPARED BY	Governance Docs

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Confidential. Prepared for Evergreen Packaging (sample) from its own self-assessment; not independently verified by Governance Docs (see section A). Share on a need-to-know basis.

Where Evergreen Packaging (sample) stands against ISO 14001



APPLICABLE

46

EVIDENCED

10

OPEN GAPS

36

HIGH PRIORITY

18

STATUS OF EVERY REQUIREMENT

7**11****11****7****10**

■ Not started

■ Planned

■ Partially implemented

■ Implemented, not evidenced

■ Implemented and evidenced

GAPS WITH AN OWNER

18 of 36

WITH A TARGET DATE

10 of 36

NOT ANSWERED

0

WHAT THIS ASSESSMENT TELLS YOU

- Overall readiness is 51.1% against ISO 14001 across 46 applicable controls. 10 of them are implemented and evidenced.
- Most open gaps: Clause 6 - Planning, with 12 at 38%. Strongest area: Clause 8 - Operation at 96%.
- 5 management-system clauses score under half: Clause 4 - Context (31%); Clause 5 - Leadership (33%); Clause 6 - Planning (38%); Clause 7 - Support (32%); Clause 10 - Improvement (25%). Clauses cannot be excluded, and each is a likely major nonconformity at a certification audit.
- 7 controls are operating but not evidenced. Collecting their records alone lifts the score to 54.9% (+3.8 points), the cheapest gain available.
- 18 gaps are high priority (not started or only planned); 5 of them are in Clause 6 - Planning.

DO THESE FIRST

	PRIORITY	ACTION	OWNER	START FROM
1	HIGH	Bring every management-system clause above 50%, starting with 4.2 Interested parties; 5.1 Leadership and commitment; 6.1.5 Planning action and 2 more	IT Manager	Context & Interested Parties Procedure
2	HIGH	Put an owner and date against the 5 high-priority gaps in Clause 6 - Planning	HR Manager	Risks & Opportunities Procedure
3	MEDIUM	Adopt and tailor the Environmental Aspects & Impacts Register, which closes 4 open gaps	To assign	Environmental Aspects & Impacts Register

Analysis and priorities

IN ONE SENTENCE

With a 51.1% score at the Developing level, the organization must prioritize defining core planning procedures and management oversight.

AI-assisted analysis, generated from the information the organization provided and checked automatically against the scores and findings in this report. It supports planning and is not an audit opinion; see "Basis of this report and limitation of liability".

FOR SENIOR MANAGEMENT AND THE BOARD

The organization stands at a 51.1% readiness score under ISO 14001:2026, designated as Developing with 36 open gaps. While operational controls perform well, our primary exposure lies in missing leadership processes, planning procedures, and formal improvement mechanisms. Currently, 18 high priority gaps lack complete execution, and only 10 gaps have set target dates. Executive leadership must approve formal ownership for all open items, mandate immediate progress on planning documentation, and schedule structured management reviews to oversee remediation.

WHERE YOU STAND

Your self-assessment against ISO 14001:2026 shows an overall score of 51.1%, placing the organization at readiness level 2 of 4, classified as Developing. Out of 46 applicable requirements, you have 36 open gaps, including 18 high priority gaps. Currently, 10 requirements are implemented and evidenced, while 7 remain not started, 11 are planned, 11 are partially implemented, and 7 are implemented without evidence. Strong operational performance exists in Clause 8 - Operation at 95.8%, but governance and support areas remain substantially underdeveloped.

WHAT IT MEANS FOR THE ORGANIZATION

The pattern of results reveals operational activities are functioning in day-to-day work, but the formal management framework is missing. Foundational areas like Clause 10 - Improvement at 25%, Clause 4 - Context at 31.3%, Clause 7 - Support at 32.1%, and Clause 5 - Leadership at 33.3% show significant weaknesses. Furthermore, only 18 gaps have an assigned owner and only 10 gaps have a target date. Without structured accountability and documented processes, an external review would uncover material gaps across core environmental management governance.

WHERE TO FOCUS FIRST

You should concentrate immediately on planning actions and institutional leadership controls. Clause 6 - Planning contains 12 open gaps, representing your largest concentration of exposure. Completing core documentation such as the Environmental Aspects & Impacts Register and the Risks & Opportunities Procedure will address multiple gaps at once. In addition, evidencing the 7 items that already run would raise the score to 54.9%, while assigning clear owners and target dates to all remaining items creates the operational discipline needed to advance.

1 · EXECUTIVE SUMMARY

PRIORITIES

PRIORITY	WHY IT MATTERS	FIRST STEP	START FROM	WITHIN
1 Establish environmental aspects and impacts registers 6.1.2.b Abnormal and emergency conditions · 6.1.2.a Environmental aspects identified · 6.1.2.d Criteria for significance	Unidentified environmental aspects create compliance risks and prevent effective operational risk controls across industrial operations.	Draft the Environmental Aspects & Impacts Procedure to define significance criteria for site activities.	Environmental Aspects & Impacts Register ISO 14001 Toolkit - Comprehensive 65+ Templates	30 DAYS
2 Formalize risk and opportunity planning procedures 6.1.5 Planning action · 6.1.1 Planning - general · 6.1.4 Risks and opportunities	Lacking formal planning procedures leaves 12 open gaps in planning and prevents systematic risk mitigation.	Populate the Risks & Opportunities Procedure to document organizational environmental risks.	Risks & Opportunities Procedure ISO 14001 Toolkit - Comprehensive 65+ Templates	30 DAYS
3 Implement leadership oversight and management review 5.1 Leadership and commitment · 9.3.1 Management review · 9.3.2 Management review inputs	Without executive review and demonstrated leadership commitment, governance cannot be directed or validated.	Set up the Management Review Input & Minutes Template for senior leadership.	Management Review Input & Minutes Template ISO 14001 Toolkit - Comprehensive 65+ Templates	60 DAYS
4 Deploy corrective action and continual improvement processes 10.1 Continual improvement · 10.2 Nonconformity and corrective action · 10.2 (records) Corrective action records	Clause 10 scores lowest at 25%, meaning nonconformities risk recurring without root cause tracking.	Adopt the Nonconformity & Corrective Action Report (NCR-CAR) Template to record incidents.	Nonconformity & Corrective Action Procedure ISO 14001 Toolkit - Comprehensive 65+ Templates	90 DAYS

30 / 60 / 90-DAY ROADMAP

FIRST 30 DAYS - Assign accountable owners and completion dates to all 36 open gaps. - Draft and approve the Environmental Aspects & Impacts Procedure and corresponding register. - Gather existing evidence for the 7 implemented requirements to raise the readiness score.	DAYS 31 TO 60 - Implement the Risks & Opportunities Procedure to address unstarted planning requirements. - Establish the Roles, Responsibilities & Authorities Matrix (RACI) across leadership teams. - Prepare agendas and inputs for senior leadership review using standard templates.	DAYS 61 TO 90 - Deploy the Nonconformity & Corrective Action Procedure and initiate the Corrective Action Register. - Establish the Continual Improvement Procedure to raise Clause 10 maturity from 25%. - Conduct internal audit preparations against all documented environmental management procedures.
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Maturity across the standard

Each bar shows how the requirements in one area break down by status, weakest on the left. The score is the average across applicable requirements; the chips count open gaps by priority.

OTHER REQUIREMENTS	STATUS MIX	SCORE	GAPS H · M · L
Transition and scope	1 2	92%	0 0 1
MANAGEMENT SYSTEM CLAUSES	STATUS MIX	SCORE	GAPS H · M · L
Clause 4 - Context	3 1	31%	3 1 0
Clause 5 - Leadership	2 1	33%	2 1 0
Clause 6 - Planning	3 2 5 2	38%	5 5 2
Clause 7 - Support	3 1 1 2	32%	4 1 2
Clause 8 - Operation	1 5	96%	0 0 1
Clause 9 - Performance evaluation	2 2 1 3	66%	2 2 1
Clause 10 - Improvement	1 1 1	25%	2 1 0

■ Not started
■ Planned
■ Partially implemented
■ Implemented, not evidenced
■ Implemented and evidenced

WHERE THE NEXT POINTS COME FROM

The score after each kind of work, cheapest first. Gold is what that step adds.

Today		51.1%
Evidence what already runs 7 requirements		54.9% +3.8
Finish what is partly in place 11 requirements		66.8% +11.9
Implement what is planned 11 requirements		84.8% +18.0
Start what has not begun 7 requirements		100.0% +15.2

DOCUMENTS THAT CLOSE THE MOST GAPS

Each bar counts the open gaps that name the document as the way to close them.

Environmental Aspects & Impacts Register		4
Risks & Opportunities Procedure		3
Environmental Aspects & Impacts Procedure		3
Control of Documented Information Procedure		3
Context & Interested Parties Procedure		2
Compliance Obligations Register		2

All of these are in the ISO 14001 Toolkit (67 documents).

Every open gap, grouped by what has to happen next

Work from the top. Requirements not yet started or only planned are the ones a certification auditor reaches first; the last group already operates and needs only its records.

HIGH Not started · 7

Start from a documented baseline: adopt and tailor the document named below, then put it into operation.

Ref	Requirement	Area	Owner · target	Closes it
6.1.5	Planning action	Clause 6	To assign	Risks & Opportunities Procedure · Environmental Objectives, Targets & Programme Procedure
6.2.1	Environmental objectives	Clause 6	Operations Manager	Environmental Objectives, Targets & Programme Procedure · Environmental Objectives & Programme Register
6.3	Planning of changes	Clause 6	HR Manager 4 Feb 2027	Planning of Changes Procedure · Change Request & Environmental Impact Assessment Template +1 more
7.1	Resources	Clause 7	Compliance Lead	Resources Procedure
7.3	Awareness	Clause 7	To assign	Competence, Training & Awareness Procedure
7.4	Communication	Clause 7	To assign	Internal & External Communication Procedure · Communication Plan & Log
10.1	Continual improvement	Clause 10	HR Manager 21 Jan 2027	Continual Improvement Procedure

HIGH Planned · 11

Move from plan to implementation. Assign an owner and a date, then put the control into operation.

Ref	Requirement	Area	Owner · target	Closes it
4.2	Interested parties	Clause 4	IT Manager	Context & Interested Parties Procedure · Compliance Obligations Register
4.3	Scope of the environmental management system	Clause 4	Risk Manager	EMS Scope Statement · Life-Cycle & Value-Chain Assessment Procedure
4.4	Environmental management system	Clause 4	To assign	EMS Process Interaction & Description · EMS Manual
5.1	Leadership and commitment	Clause 5	Risk Manager 7 Jan 2027	Leadership & Commitment Procedure · Management Review Input & Minutes Template
5.3	Roles, responsibilities and authorities	Clause 5	To assign	Roles, Responsibilities & Authorities Matrix (RACI)

6.1.1	Planning - general	Clause 6	HR Manager	Risks & Opportunities Procedure
6.1.2.b	Abnormal and emergency conditions	Clause 6	HR Manager 26 Nov 2026	Environmental Aspects & Impacts Procedure · Environmental Aspects & Impacts Register
7.5.2	Creating and updating	Clause 7	Risk Manager	Control of Documented Information Procedure
9.3.1	Management review	Clause 9	To assign	Management Review Procedure
9.3.2	Management review inputs	Clause 9	HR Manager 4 Feb 2027	Management Review Input & Minutes Template
10.2	Nonconformity and corrective action	Clause 10	Operations Manager 24 Dec 2026	Nonconformity & Corrective Action Procedure · Nonconformity & Corrective Action Report (NCR-CAR) Template +1 more

MEDIUM Partially implemented · 11

Extend the existing approach to the whole scope and apply it consistently, then evidence it.

Ref	Requirement	Area	Owner · target	Closes it
4.1	Organisation and its context	Clause 4	IT Manager 4 Feb 2027	Context & Interested Parties Procedure · Context & Environmental Conditions Register
5.2	Environmental policy	Clause 5	To assign	Environmental Policy
6.1.2.a	Environmental aspects identified	Clause 6	IT Manager 12 Nov 2026	Environmental Aspects & Impacts Procedure · Environmental Aspects & Impacts Register
6.1.2.d	Criteria for significance	Clause 6	Compliance Lead	Environmental Aspects & Impacts Procedure · Environmental Aspects & Impacts Register
6.1.2.e	Life cycle perspective	Clause 6	IT Manager 12 Nov 2026	Life-Cycle & Value-Chain Assessment Procedure · Ecodesign & Life-Cycle Operational Control Procedure
6.1.4	Risks and opportunities	Clause 6	To assign	Risks & Opportunities Procedure · Risks & Opportunities Register
6.2.2	Planning to achieve objectives	Clause 6	To assign	Environmental Objectives & Programme Register · Environmental Performance Indicators (EPI-KPI) Register
7.5.3	Control of documented information	Clause 7	To assign	Control of Documented Information Procedure · Records Control & Retention Schedule

9.1.1	Monitoring, measurement, analysis and evaluation	Clause 9	Operations Manager 10 Dec 2026	Monitoring, Measurement, Analysis & Evaluation Procedure · Environmental Performance Indicators (EPI-KPI) Register
9.2.1	Internal audit	Clause 9	To assign	Internal Audit Procedure · Internal Audit Checklist (clause-by-clause)
10.2 (records)	Corrective action records	Clause 10	IT Manager	Corrective Action Register

LOW Implemented, not evidenced · 7

Collect and file evidence an auditor can sample. The control is operating; what is missing is the record of it.

Ref	Requirement	Area	Owner · target	Closes it
TR.2	References re-pointed	Transition and scope	To assign	ISO 14001-2015 to 2026 Change Matrix · EMS Gap Assessment Guide
6.1.2.c	Beneficial aspects	Clause 6	To assign	Environmental Aspects & Impacts Register
6.1.3	Compliance obligations	Clause 6	To assign	Compliance Obligations Procedure · Compliance Obligations Register
7.2	Competence	Clause 7	To assign	Competence, Training & Awareness Procedure · Training Plan & Competence Matrix +1 more
7.5.1	Documented information	Clause 7	To assign	Control of Documented Information Procedure · Master Document & Record List
8.1.b	Externally provided processes, products and services	Clause 8	To assign	Externally Provided Processes, Products & Services Control Procedure · Supplier & Contractor Environmental Control & Evaluation Procedure
9.2.2	Internal audit programme	Clause 9	To assign	Internal Audit Plan & Schedule Template · Internal Audit Report & Finding Tracking Template

How it was scored

STATUS WEIGHTS

Status	Weight	Meaning
■ Not started	0.00	No policy, process or activity exists for this requirement.
■ Planned	0.25	Approach agreed and scheduled, but nothing is in place yet.
■ Partially implemented	0.50	In place for part of the scope, or inconsistently applied.
■ Implemented, not evidenced	0.75	Operating as intended, but you could not prove it to an auditor today.
■ Implemented and evidenced	1.00	Operating as intended, with records an auditor can sample.
■ Not applicable	—	A justified exclusion. Removed from the score - record why in your notes.

READINESS LEVELS

1 • Initial (0%+)

Most requirements are not yet in place. Build the foundations before thinking about an audit.

2 • Developing (40%+)

The programme is under way, with material gaps an auditor would find.

3 • Established (65%+)

Most controls operate. Remaining work is closing specific gaps and evidencing what runs.

4 • Audit-ready (85%+)

Controls operate and are evidenced. Ready for an internal audit and a certification body.

A management-system clause scoring under 50% holds the level at Developing, because clauses cannot be excluded from certification scope.

WHAT THIS REPORT IS

BASIS OF THIS REPORT AND LIMITATION OF LIABILITY

This report is the output of a self-assessment. The scores, readiness levels, gaps, analysis and recommendations in this report are derived solely from the information entered by the organization, and have not been independently reviewed, verified, tested or audited by Governance Docs. Governance Docs did not conduct an independent assessment of the organization, its controls or its operations.

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The report, including any AI-assisted analysis, is provided for guidance and planning only. It does not constitute legal, regulatory or other professional advice, and it does not replace an independent assessment or a certification audit.

A control that is running but cannot be evidenced scores 0.75, not 1.00. Auditors sample records, not intentions. Closing that distance is usually the fastest route to a higher score.

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YOUR WORKBOOK

The Excel workbook that comes with this report follows the same sections and colours. Dashboard: sections 1 and 2, recalculated live. Assessment: every requirement; change a status and every score, chart and level updates. Remediation Plan: section 3, with owners, dates and progress since this report. How it was scored: this page.

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