



ISO 9001:2015 → ISO 9001:2026

A Leadership Briefing for Aviation Suppliers Association Certified Organizations

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The ISO 9001:2026 Revision at a Glance



65

Total Sub-Clauses (4–10)

46

Unchanged in Substance

16

Revised Requirements

2

New Sub-Clauses (6.1.2 & 6.1.3)

Evolutionary, not revolutionary — the framework stays intact while critical gaps are closed.

Why Certified Organizations Must Act



Other ISO Based Standards Revisions Will Follow

IATF 16949 (Automotive), ISO 13485 (Medical), ISO 22000 (Food Safety), ISO 17025 (Laboratories, partially aligned) references ISO 9001 by edition. When these are updated to align with 2026 text, OEM supply chain requirements will cascade accordingly.



ISO 9001:2015 Certificates Will Expire

All certificates must formally transition to the 2026 standard by approximately September 2029 via a scheduled transition audit.



Audit Criteria Shift Starting Mid-2027

Certification bodies will be accredited to audit against the 2026 text through mid-2027 — preparation now prevents nonconformities.

Shifting form compliance to culture

Evolution of ISO 9001 standards



Focus Area	ISO 9001:2015	ISO 9001:2026
Risk Management	Process-based	Strategic Decision Tool
Leadership Role	Resource Provision	Ethical Culture Driver
Environment	Organizational Context	Explicit Climate Action
Technology	Documentation Tool	Digital Transformation

Key Pillars

- Strategic alignment integrating risk management into core business decisions.
- Enhanced usability with digital transformation and modern documentation tools.
- Cultural accountability driving ethical leadership and explicit climate action.

The seven principles remain the foundation



While the ISO 9001:2026 revision introduces new structural requirements, it maintains these seven proven principles. They continue to serve as the international benchmark for effective quality management across all business sectors.



Structural Comparison: What Changed vs. What Stayed

CLAUSE-LEVEL ANALYSIS · ISO 9001:2015 → ISO 9001:2026



ISO 9001:2015

- Clauses 4–10 structure intact
- Single Clause 6.1 for Risks & Opportunities
- Clause 10.2 Nonconformity
- Clause 10.3 Continual Improvement
- Annex B (correspondence table)
- Climate change not addressed
- Culture implied, not required

vs

ISO 9001:2026

- Same Clauses 4–10 (titles unchanged) NEW SUB-CLAUSE
- 6.1.2 Actions to Address Risks NEW SUB-CLAUSE
- 6.1.3 Actions to Address Opportunities
- Clause 10.1 renumbered
- Annex B removed → content in expanded Annex A
- Climate change determination required NEW
- Quality culture & ethics now explicit NEW

✓ The 16 Revised Requirements in ISO 9001:2026

Clause 4 — Context of the Organization

1. **4.1 Understanding the organization and its context** *Revised to incorporate the 2024 climate-change amendment as base text.*
2. **4.2 Understanding the needs and expectations of interested parties** *Clarified examples and expanded notes (political, environmental, strategic direction, resources).*
3. **4.4 Quality management system and its processes** *Process requirements clarified to align with harmonized structure.*

Clause 5 — Leadership

- 5.1.1 **Leadership and commitment** *Revised to explicitly require promotion of **quality culture** and **ethical behavior**.*
- 5.2.1 **Quality Policy** Relocated elements from a) and added them to “e) takes into account the context of the organization and supports its strategic direction.
- 5.3 **Organizational roles, responsibilities, and authorities** *Expanded to include responsibility for “keeping the system whole through change.”*





The 16 Revised Requirements in ISO 9001:2026 continued



Clause 6 — Planning

6.1. Actions to address risks and opportunities *has been reorganized and now includes “6.1.1 Determining risks and Opportunities*

6.1.2 Actions to address risks *Revised due to separation of risks and opportunities into distinct clauses.*

6.1.3 Actions to address opportunities *Newly separated requirement; revised because opportunities must now be independently determined, analyzed, evaluated, actioned, and checked for effectiveness.*

6.2 Quality objectives and planning to achieve them *Clarified planning expectations and alignment with new terminology.*

6.3 Planning of changes *Expanded from 4 considerations to 7 — adds communication, monitoring, evaluation of effectiveness, and review of results.*



The 16 Revised Requirements in ISO 9001:2026 continued



Clause 7 — Support

7.1.4 Environment for the operation of processes *Revised to include quality culture and ethical behavior as environmental influences.*

7.3 Awareness *Revised to require awareness of quality culture and ethical behavior.*

7.5 Documented information *Updated to reflect new definitions and harmonized structure.*

Clause 8 — Operation

8.5.6 Control of changes *Revised to require production change records showing who authorized the change.*

8.7 Control of nonconforming outputs *Clarified expectations for documented information and evaluation.*

✓ The 16 Revised Requirements in ISO 9001:2026 continued



Clause 9 — Performance Evaluation

9.3 Management review *Revised inputs/outputs to align with new risk/opportunity structure and terminology.*

Clause 10 — Improvement

10.2 Nonconformity and corrective action *Clarified alignment with updated definitions and removal of old 10.3. (Note: Clause 10.1 is renumbered; 10.3 is removed.)*

Clause-by-Clause: Where the Standard Changed Most



5.1.1 Leadership & Commitment

Quality culture and ethical behavior are now explicit, auditable leadership responsibilities.

6.3 Planning of Changes

Changes now require explicit justification and a documented risk assessment of QMS impact.

9.3 Management Review

Risk and opportunity effectiveness reviewed as two separate management review inputs.

6.1.2 / 6.1.3 Risks & Opportunities

Split into two independent sub-clauses, each requiring separate analysis and effectiveness review.

7.3 Awareness

Must include awareness of quality culture and ethical behavior, not just policy and objectives.

10.1 Improvement

Renumbered and reframed; continual improvement explicitly linked to cultural and behavioral change.

New Requirement: Quality Culture & Ethical Behavior



“

Top management shall demonstrate leadership and commitment by ... promoting a quality culture and ethical behavior.

— ISO 9001:2026, Clause 5.1.1

WHAT ISO 9001:2015 Stated

Leadership commitment defined through policy, objectives, and process integration — culture was implied, not required.

WHAT ISO 9001:2026 REQUIRES

Organizations must define, communicate, and demonstrate quality culture and ethical behavior in documented, auditable form.

Action Required: Draft a quality culture statement and brief all personnel.

Examples of a Quality Culture Statement

Manufacturer – Quality Culture Statement

Our organization is committed to a quality culture where every employee takes ownership of product conformity, process discipline, and ethical behavior. We build quality into our products through controlled processes, data-driven decision-making, and continuous improvement. We encourage open communication, proactive identification of risks, and accountability at every level. Quality is not an inspection step—it is the foundation of how we design, manufacture, and deliver products that consistently meet customer, regulatory, and safety requirements.

Maintenance Provider (MRO) – Quality Culture Statement

We foster a quality culture that prioritizes airworthiness, safety, and integrity in every maintenance action. Our technicians, inspectors, and support staff are empowered to speak up, verify assumptions, and stop work when conditions are unsafe or nonconforming. We follow approved data, maintain strict configuration control, and ensure traceability of all parts and repairs. Ethical behavior, procedural compliance, and continuous learning guide our decisions. Our commitment to quality ensures that every aircraft we return to service meets the highest standards of reliability and regulatory compliance.



Examples of a Quality Culture Statement continued

Distributor – Quality Culture Statement

Our quality culture is built on accuracy, transparency, and ethical conduct in the sourcing, handling, and delivery of aircraft parts. Every team member is responsible for protecting traceability, verifying documentation, and preventing counterfeit or unapproved parts from entering the supply chain. We maintain disciplined processes, communicate openly, and act with integrity in all customer and supplier interactions. Quality is central to how we manage risk, maintain compliance, and ensure that every part we ship supports safe and reliable aircraft operations.



Examples of an Ethical Behavior Statement continued



Manufacturing Organization – Ethical Behavior Statement

We build products with honesty, accuracy, and disciplined process control. We use approved materials, maintain truthful records, and uphold all regulatory and customer requirements to ensure every item we produce is safe, compliant, and trustworthy.



Maintenance Provider (MRO) – Ethical Behavior Statement

We perform maintenance with integrity, professionalism, and an unwavering commitment to airworthiness. We follow approved data, document work accurately, and refuse any action that compromises safety or compliance.



Distributor – Ethical Behavior Statement

We distribute parts ethically by ensuring authenticity, traceability, and transparency. We protect the supply chain by preventing misrepresentation, improper sourcing, and any practice that could introduce unapproved or counterfeit parts.



Clause 6.1 Restructured: Risks & Opportunities Split



6.1.2 · Actions to Address RISKS

- Determine risks to QMS conformity and product/service compliance
- Evaluate likelihood and consequence
- Plan proportionate and effective actions
- Verify effectiveness at management review
- Maintain documented evidence of analysis

6.1.3 · Actions to Address OPPORTUNITIES

- Identify opportunities to enhance desirable effects
- Evaluate which to pursue based on impact & feasibility
- Plan actions to realize prioritized opportunities
- Verify effectiveness separately from risk actions
- Link opportunities to objectives and strategic direction

Change Management & Climate Change

Clause 6.3 — Change Management

- ✓ Changes must include documented justification — every planned change to the QMS requires written rationale before implementation
- ✓ Risk assessment of QMS impact required for each change — potential effects on processes, outputs, and objectives must be evaluated prior to approval
- ✓ Change forms must capture potential consequences — documentation shall address unintended effects on product conformity and system integrity
- ✓ Change process must link to 6.1.2 risk register — all change records shall reference the applicable risk and opportunity entries to maintain traceability

Climate Change — Absorbed from 2024 Amendment

-  Determine whether climate change is a relevant context issue (Clause 4.1) — organisations must consider its applicability to their external and internal context
-  Climate risks and opportunities assessed under 6.1.2 and 6.1.3 — findings must be formally integrated into the risk and opportunity management process
-  Relevant if climate affects product quality, processes, or supply chain — scope of applicability should be documented in the context review
-  For aviation organizations that are manufacturers, maintenance or distributors: consider fuel systems, materials exposure, and supply chain disruption — climate impacts on aerospace-specific inputs require dedicated risk entries



Continual Improvement & Knowledge Refinements



Clause 10.1 — Renumbered & Reframed

Continual improvement explicitly includes cultural and behavioral change as improvement dimensions — not just process metrics or corrective actions.



Clause 7.1.6 — Organizational Knowledge

Clearer guidance on maintaining, updating, and protecting organizational knowledge — critical for aviation organizations managing workforce transitions.



Clause 9.3 — Management Review Update

Risk and opportunity effectiveness reviewed as two separate agenda inputs, not combined under a single 6.1 item.



Annex A — Substantially Expanded

Annex A now provides significantly more normative guidance across all clauses; auditors will reference it, and so should your internal audit team.

| Terminology, Documentation & Audit Changes



Clause 3 — Terms & Definitions

ISO 9000:2026 is the new normative reference for definitions; review any internal definitions tied to the 2015 version.



Annex B Removed

The 2015 correspondence table is gone. Content has been relocated to the substantially expanded Annex A.



New Required Documents

Climate change determination record; Quality culture & ethics statement; Separate risk and opportunity registers.



Existing Procedures

Most ISO 9001:2015 procedures need clause number re-pointing and wording edits — not full replacement. Scope is manageable.



New Audit Evidence Targets

Auditors will seek culture briefing records, split registers, and expanded change justification forms as new audit targets.



External Providers (Cl. 8)

Updated language clarifies communication of requirement changes through the supply chain to external providers.



Transition Roadmap for Certified Organizations



SEPT 2026
Standard Published
ISO 9001:2026 released. ISO 9001:2015 & Amendment 1:2024 withdrawn.
Your current 2015 certificate remains valid.



Q4 2026 – Q1 2027
Gap Assessment (Performed by certified organization or ASACB)
Clause-by-clause gap analysis. Identify impacted procedures, registers, and training gaps.

MID-2027
CBs Accredited
Certification bodies begin auditing to ISO 9001:2026.
Surveillance audits may shift to new requirements.



2027 – 2028
Implement & Train
Update QMS documents, train on culture/ethics, update registers, revise change forms.

~SEPT 2029
Transition Deadline
All ISO 9001:2015 certificates must be transitioned.
No extensions expected.



Key Takeaways & Recommended Next Steps



1

Run a Gap Assessment Now

Map your current QMS against all 65 sub-clauses. Focus on 4.1, 4.2, 6.1.2, 6.1.3, 5.1.1, and 6.3 as the highest-impact changes.

2

Draft a Quality Culture Statement

Document what quality culture and ethical behavior mean for your organization; brief all personnel and retain evidence for auditors. Budget for Transition audits and training in 2027.

3

Split Your Risk Register

Create separate registers for risks (6.1.2) and opportunities (6.1.3), each with independent effectiveness tracking.

4

Add Climate Change Determination

Assess whether climate change is a relevant context issue; document the determination either way under Clause 4.1.

5

Confirm Your Transition Audit Date

Align with your certification body. If your next recertification falls before Sept 2029, that audit serves as your transition audit.



ASA Upcoming Meetings

Quality Committee Meeting

- Thursday, December 3rd
 - Marriott Washington D.C.
 - [Quality Committee Winter 2026](#)
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- ASA AFRA 2027 Annual Conference
 - June 28-30, 2027
 - Gaylord National Harbor – Washington DC area
 - More to Come!

Thank You!

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