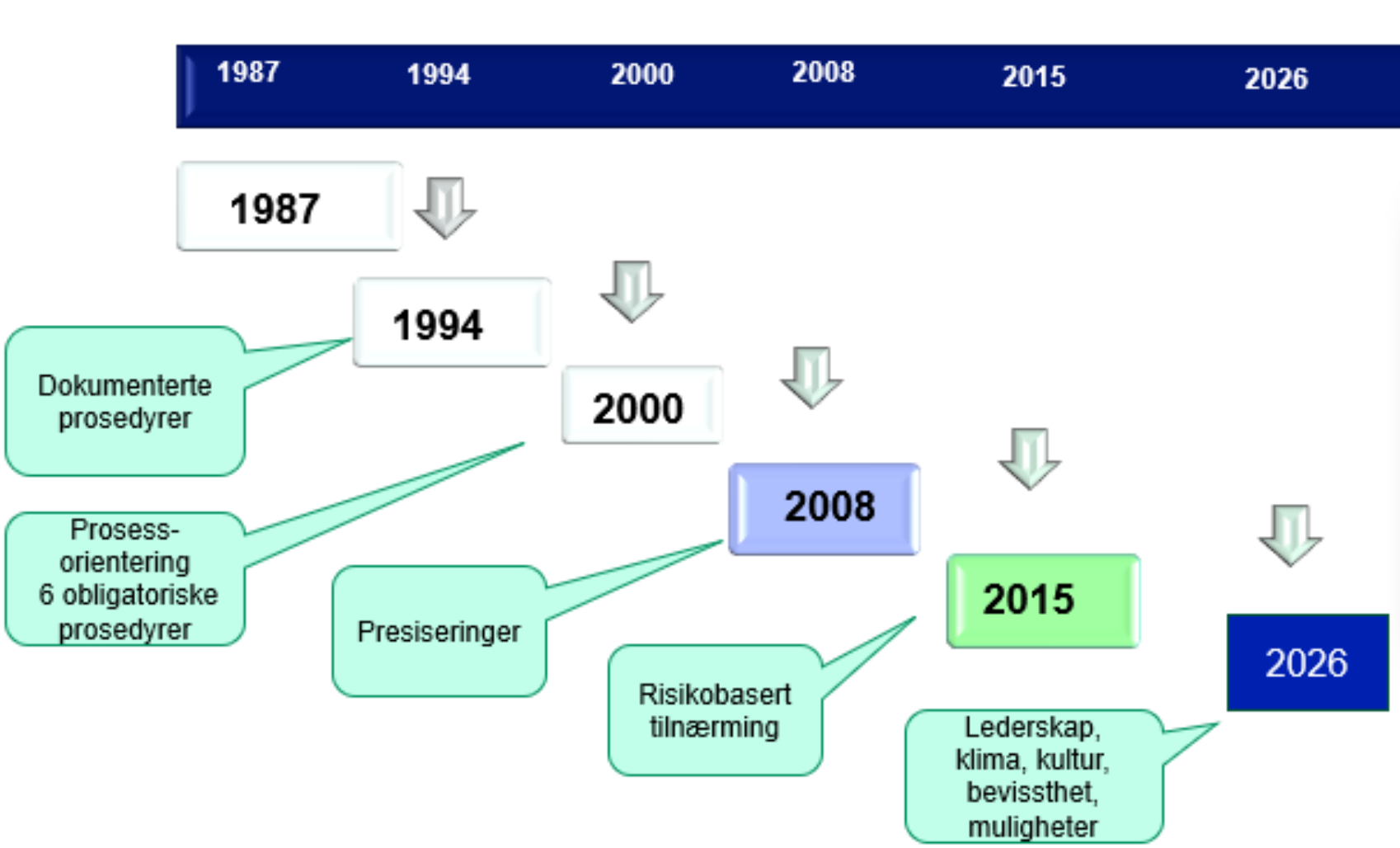
Lansering ISO 9001:2026

Oslo 29. oktober 2026
Foredragsholder: Magnus Robbestad

Standard Norge

Historien til ISO 9001




sep. 2024 Publisert

NS-EN ISO 9001:2015/A1:2024

Dokumenttittel

Ledelsessystemer for kvalitet - Krav Endring 1: Endringer knyttet til klimatiltak (ISO 9001:2015/Amd 1:2024)

This amendment A1 modifies the European Standard EN ISO 9001:2015; it was approved by CEN on 2 September 2024.

® Standard Online

Hvorfor revideres ISO 9001?

- ISOs ledelsesstandarder skal gjennomgås og evt revideres hvert 5 år
- ISO 9001 er nå vel 10 år gammel og det ble besluttet av ISO/TC 176/SC2 sommeren 2023 å starte revisjon av ISO 9001
- Revisjonen gjøres for å sikre at ISO 9001 fortsatt passer dagens organisasjoner og praksis.
- Ivareta endringer i samfunnet som f.eks klimaendringer og ressursbruk.
- Sikre at tilbakemeldinger fra brukere av ISO 9001 blir hensyntatt

Hva sier ISO om de viktigste endringer i ISO 9001:2026

- Begreper og definisjoner er tatt inn i standarden
- Økt fokus på kvalitetskultur og etisk adferd
- Tydeligere skille mellom risikoer og muligheter
- Styrket styring av endringer (fokus på resultat av endringer)
- Mer veiledning og forklaring i Tillegg A Informativt
- Tillegg B er fjernet (Andre internasjonale standarder)

Nøkkeltall endringer ISO 9001:2015/2026

ISO 9001:2015	Antall sider
Hele standarden	33
Kap 4-10	16,5
Tillegg A Veiledning	3
Tillegg B Øvrige standarder	3

ISO 9001:2026	Antall sider
Hele standarden	48
Kap 4-10 Krav	18
Tillegg A Veiledning	10
Bibliografi med 27 referansestandarder	1 side

Tillegg A er vesentlig endret for både å harmonisere med øvrige standarder samt gi en mer entydig tolkning av standardens krav.

Endringer i ISO 9001:2026 kapittel 1 – 3

NS-EN ISO 9001:2026

Contents

Page

European foreword viii

Foreword ix

Introduction x

1 Scope 1

2 Normative references 1

3 Terms and definitions 1

Endringer i ISO 9001:2026 kapittel 1 – 3



Formålet med ISO 9001- Nytt avsnitt i Kapittel 0.1

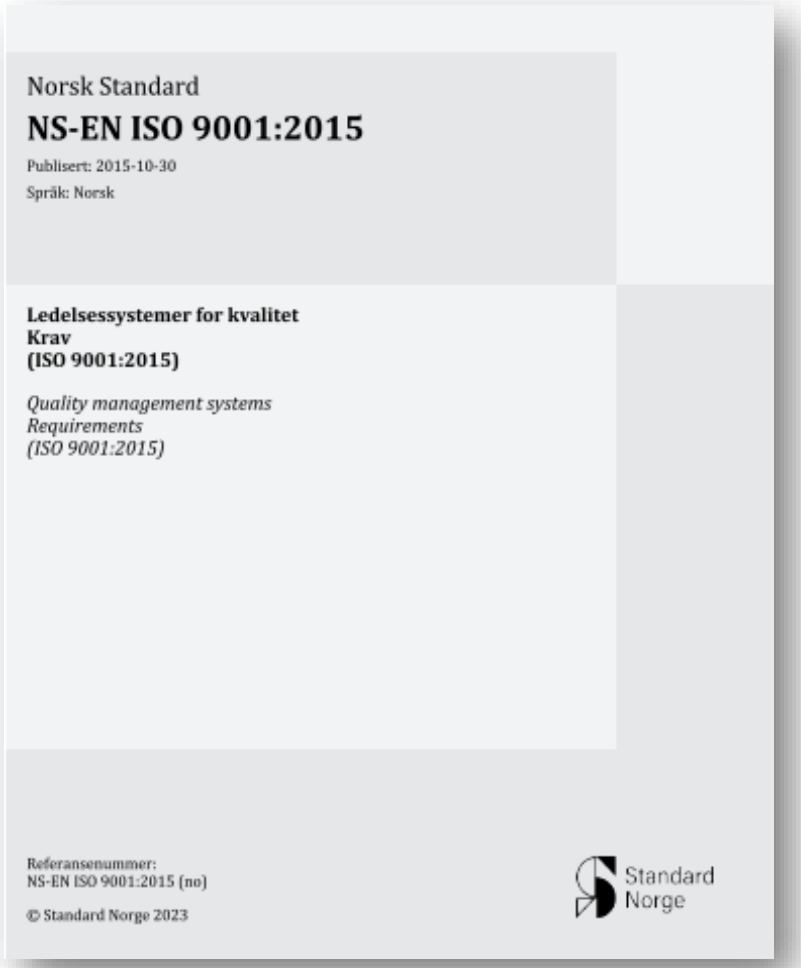
For å lykkes over tid må virksomheten :

- Oppfylle krav fra kunder og andre relevante interesseparter
- Være forberedt på framtidige behov og forventninger.
- Vurdere innovasjon og nye måter å arbeide på.

ISO 9001, kapittel 3 Definisjoner

- ISO 9001:2015 - ingen definisjoner, henviser til ISO 9000 Grunntrekk og terminologi
- ISO 9001:2026
  - 23 essensielle termer og definisjoner
  - Termene og definisjonene er i noen tilfeller enklere en tilsvarende termer og definisjoner i ISO 9000:2026 –Grunntrekk og terminologi

Nye krav i ISO 9001, kapittel 4-10


Norsk Standard

NS-EN ISO 9001:2015

Publisert: 2015-10-30

Språk: Norsk

Ledelsessystemer for kvalitet
Krav
(ISO 9001:2015)

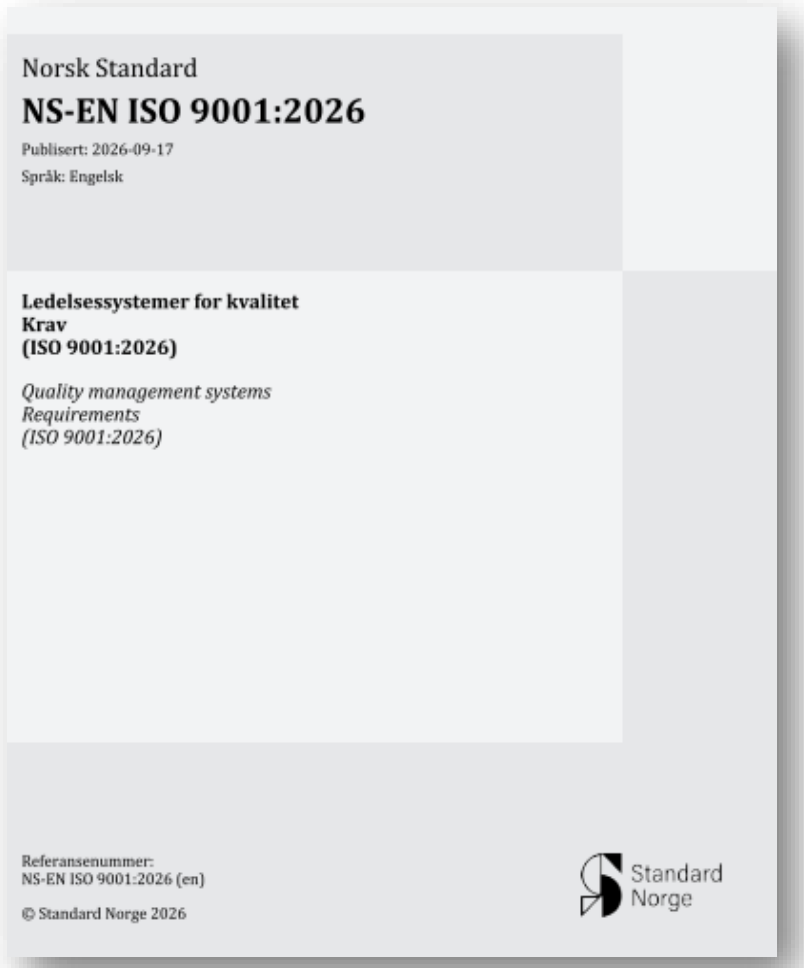
Quality management systems
Requirements
(ISO 9001:2015)

Referansenummer:
NS-EN ISO 9001:2015 (no)

© Standard Norge 2023

Standard Norge

?


Norsk Standard

NS-EN ISO 9001:2026

Publisert: 2026-09-17

Språk: Engelsk

Ledelsessystemer for kvalitet
Krav
(ISO 9001:2026)

Quality management systems
Requirements
(ISO 9001:2026)

Referansenummer:
NS-EN ISO 9001:2026 (en)

© Standard Norge 2026

Standard Norge

ISO 9001:2026, kap. 4 Kontekst

- 4.1 Forstå organisasjonen og organisasjonens kontekst
- 4.2 Forstå behov og forventninger til interessepartene
- 4.3 Bestemme omfanget av ledelsessystemet for kvalitet
- 4.4 Ledelsessystemet for kvalitet



ISO 9001:2026, kap. 4.1 Forstå organisasjonen og organisasjonens kontekst

4 Context of the organization

4.1 Understanding the organization and its context

The organization shall determine external and internal issues that are relevant to its purpose and its strategic direction and that affect its ability to achieve the intended result(s) of its quality management system.

The organization shall determine whether climate change is a relevant issue.

The organization shall monitor and review information about these external and internal issues.

NOTE 1 Issues can include positive and negative factors or conditions for consideration.

NOTE 2 Understanding the external context can be facilitated by considering legal, technological, competitive, market, cultural, political, social, economic and environmental issues at the international, national, regional or local level.

NOTE 3 Understanding the internal context can be facilitated by considering issues related to the organization's strategic direction, values, culture, resources, knowledge and performance.

ISO 9001:2026, kap. 4.2 Forstå behov og forventninger til interessepartene

4.2 Understanding the needs and expectations of interested parties

The organization shall determine:

a) the interested parties that are relevant to the quality management system;

b) the relevant requirements of these interested parties;

c) which of these requirements will be addressed through the quality management system.

The organization shall monitor and review information about these interested parties and their relevant requirements.

NOTE Relevant interested parties can have requirements related to climate change.

Kap. 5 Lederskap

- 5.1 Lederskap og forpliktelse
- 5.2 Kvalitetspolicy
- 5.3 Roller, ansvar og myndighet



ISO 9001:2026, kap. 5.1 Lederskap og forpliktelse

Lagt til rettledning(pkt f)

Støtte relevante roller (pkt h)

Promotere kvalitetskultur og etisk adferd (pkt i)

5.1.1 General

Top management shall demonstrate leadership and commitment with respect to the quality management system by:

a) ensuring that the quality policy and quality objectives are established and are compatible with the strategic direction of the organization;

b) ensuring the integration of the quality management system requirements into the organization's business processes;

c) ensuring that the resources needed for the quality management system are available;

d) communicating the importance of effective quality management and of conforming to the quality management system requirements;

e) ensuring that the quality management system achieves its intended result(s);

f) directing and supporting persons to contribute to the effectiveness of the quality management system;

g) promoting continual improvement;

h) supporting other relevant roles to demonstrate their leadership, as it applies to their areas of responsibility;

i) promoting quality culture and ethical behaviour;

j) promoting the use of the process approach;

k) promoting risk-based thinking and opportunity-based thinking;

l) taking accountability for the effectiveness of the quality management system.

ISO 9001:2026, kap. 5.2.1 /5.2.2 Kvalitetspolicy

Nytt punkt 5.2.1 e)

Ta hensyn til konteksten av organisasjonen og understøtte strategisk retning

5.2 Quality policy

5.2.1 Top management shall establish a quality policy that:

a) is appropriate to the purpose of the organization;

b) provides a framework for setting quality objectives;

c) includes a commitment to meet applicable requirements;

d) includes a commitment to continual improvement of the quality management system;

e) takes into account the context of the organization and supports its strategic direction.

The quality policy shall be implemented and maintained.

Nytt punkt 5.2.2 d)

Være implementert, forstått og anvendt i organisasjonen

5.2.2 The quality policy shall:

a) be available as documented information;

b) be communicated within the organization;

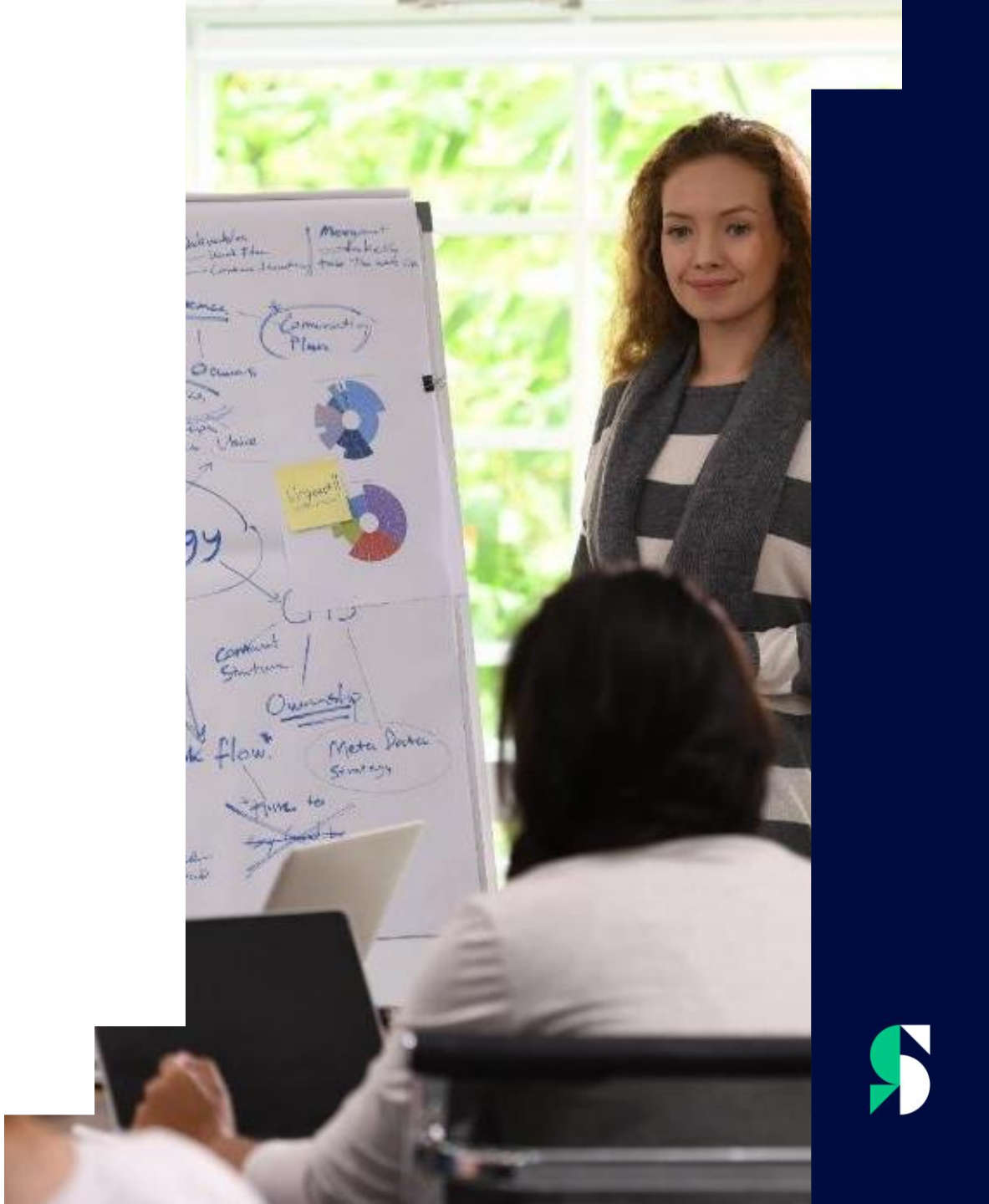
c) be available to interested parties, as appropriate;

d) be implemented, understood and applied within the organization.

® Standard Online

Kap. 6 Planlegging

- 6.1 Tiltak for å ta hensyn til risiko og muligheter
- 6.2 Kvalitetsmål og tiltak for å oppnå målene
- 6.3 Planlegging av endringer



ISO 9001:2026, kap.6.1.2 Tiltak for å ta hensyn til risiko og muligheter

Kapittel 6.1.2 splittet i 2 kapitler med henholdsvis risiko og muligheter

NS-EN ISO 9001:2015 **ISO 9001:2015(E)**

6.1.2 The organization shall plan:

a) actions to address these risks and opportunities;

b) how to:

1) integrate and implement the actions into its quality management system processes (see 4.4);

2) evaluate the effectiveness of these actions.

Actions taken to address risks and opportunities shall be proportionate to the potential impact on the conformity of products and services.

6.1.2 Actions to address risks

The organization shall determine, analyse and evaluate risks that can have an undesired effect on its ability to continually and consistently provide conforming products and services and enhance customer satisfaction.

The organization shall plan:

a) actions to address these risks;

b) how to:

1) integrate and implement the actions into its quality management system processes;

2) evaluate the effectiveness of these actions.

Risiko

Actions taken shall be proportionate to the potential impact of the risks on the intended results of the quality management system.

6.1.3 Actions to address opportunities

The organization shall determine, analyse and evaluate opportunities that can have a desired effect on its ability to continually and consistently provide conforming products and services and enhance customer satisfaction.

The organization shall plan:

a) actions to address these opportunities;

b) how to:

1) integrate and implement the actions into its quality management system processes;

2) evaluate the effectiveness of these actions.

Muligheter

Actions taken to address opportunities shall be appropriate to the organization's context and support the achievement of desired results.

ISO 9001:2026, kap. 6.3 Planlegging av endringer

Endring: 3 nye punkter

(e,f og g)

6.3 Planning of changes

When the organization determines the need for changes to the quality management system, the changes shall be carried out in a planned manner.

To ensure changes are implemented effectively to achieve intended results, the organization shall consider:

a) the purpose of the changes and their potential consequences;

b) the potential impact on the integrity of the quality management system;

c) the availability of resources and information;

d) the allocation or reallocation of responsibilities and authorities;

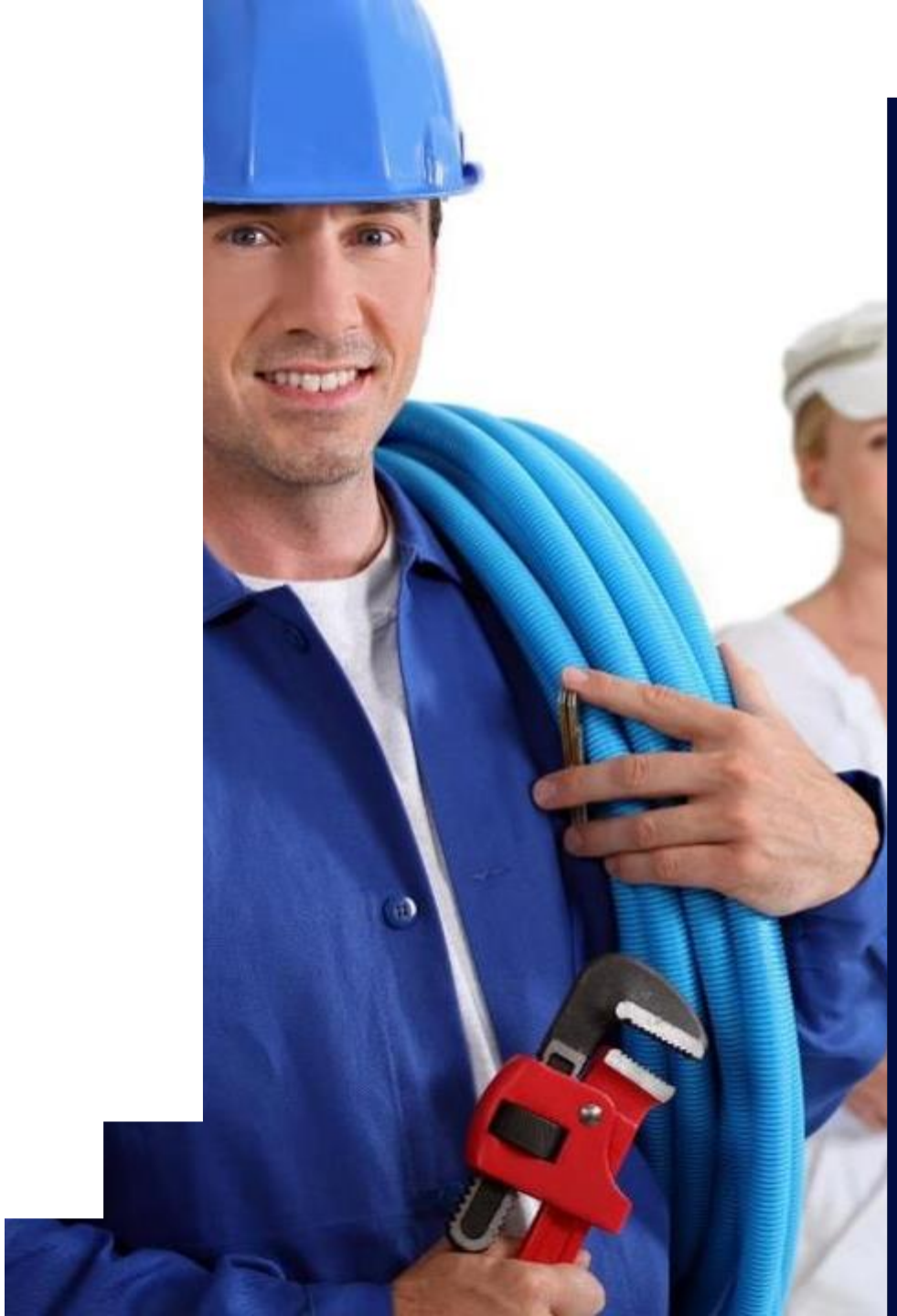
e) the communication of the changes;

f) how the effectiveness of the changes will be monitored and evaluated;

g) how the results of the changes will be reviewed.

Kap. 7 Støtte

- 7.1 Ressurser
- 7.2 Kompetanse
- 7.3 Bevisstgjøring
- 7.4 Kommunikasjon
- 7.5 Dokumentasjon



ISO 9001:2026, kap. 7.3 Bevisstgjøring

Kapittelet 7.3 utvidet med ett nytt punkt e)

7.3 Awareness

The organization shall ensure that persons doing work under the organization's control are aware of:

a) the quality policy;

b) their contribution to the effectiveness of the quality management system, including the benefits of improved performance;

c) the implications of not conforming to the quality management system requirements;

d) relevant quality objectives;

e) the organizational quality culture and ethical behaviour.

8. Drift

- 8.1 Planlegging styring avdrift
- Verdikjede fra kundebehov til leverte produkter og tjenester
  - Kap 8.2 til 8.7



ISO 9001:2026, kap. 8 Drift

Ingen direkte endringer i dette kapittelet i ISO 9001:2026, men endringer i øvrige krav i standarden kan ha betydning f.eks:

- Skjerpede krav til (kapittel 5.1.1 Lederskap)
- Sterkere fokus på muligheter(kapittel 6.1.3 Muligheter)
- Forsterket krav til endringsstyring (kapittel 6.3 Endringer)
- Skjerpet krav til bevisstgjøring(kapittel 7.3 Bevisstgjøring)
- Skjerpet krav til overvåking av kundetilfredshet (kapittel 9.1.2)

ISO 9001:2026, kap.9 Evaluering av prestasjon

- 9.1 Overvåking og måling
- 9.1.2 Kundetilfredshet
- 9.2 Intern revisjon
- 9.3 Ledelsens gjennomgåelse



ISO 9001:2026, kap. 9.1.2 Kundetilfredshet

- ISO 9001:2026 stiller krav til å «overvåke kundens tilfredshet» ikke bare kundens oppfattelse av i hvilken utstrekning deres behov og forventninger har blitt oppfylt (Ref. ISO 9001:2015)

9.1.2 Customer satisfaction

The organization shall monitor customer satisfaction. The organization shall determine the methods for obtaining, monitoring and reviewing customer satisfaction information.

NOTE Sources of information to support understanding of customer satisfaction can include customer surveys, customer feedback on delivered products and services, meetings with customers, market-share analysis, compliments, complaints, warranty claims, dealer reports or social media.

ISO 9001:2026, kap. 9.2.2 Internrevisjonsprogram

- Pkt a (tidligere pkt b) er utvidet med krav til å definere mål for de enkelte revisjonene

9.2.2 Internal audit programme

The organization shall plan, establish, implement and maintain (an) audit programme(s), including the frequency, methods, responsibilities, planning requirements and reporting.

When establishing the internal audit programme(s), the organization shall consider the importance of the processes concerned, the results of previous audits and changes affecting the organization.

The organization shall:

a) define the audit objectives, criteria and scope for each audit;

b) select auditors and conduct audits to ensure objectivity and the impartiality of the audit process;

c) ensure that the results of audits are reported to relevant managers;

d) take appropriate correction and corrective actions without undue delay.

Documented information shall be available as evidence of the implementation of the audit programme(s) and the audit results.

NOTE See ISO 19011 [4] for guidance on auditing management systems.

ISO 9001:2026, kap. 9.3.2 Inngangsfaktorer for ledelsens gjennomgåelse

Tidligere: «ta hensyn til»
Nå «skal inkludere»

Nytt pkt c

Risiko og muligheter separert

9.3.2 Management review inputs

The management review shall include:

a) the status of actions from previous management reviews;

b) changes in external and internal issues that are relevant to the quality management system;

c) changes in needs and expectations of interested parties that are relevant to the quality management system;

d) information on the quality management system performance, including trends in:

1) nonconformities and corrective actions;

2) monitoring and measurement results;

3) audit results;

4) customer satisfaction and feedback from relevant interested parties;

5) the extent to which quality objectives have been met;

6) process performance and conformity of products and services;

7) the performance of external providers;

e) opportunities for improvement;

f) the adequacy of resources;

g) the effectiveness of actions taken to address risks (see 6.1.2);

h) the effectiveness of actions taken to address opportunities (see 6.1.3).

ISO 9001:2026, kap. 9.3.3 Utgangsfaktorer for ledelsens gjennomgåelse

ISO 9001:2015

9.3.3 Management review outputs

The outputs of the management review shall include decisions and actions related to:

a) opportunities for improvement;

b) any need for changes to the quality management system;

c) resource needs.

The organization shall retain documented information as evidence of the results of management reviews.

ISO 9001:2026

9.3.3 Management review results

The results of the management review shall include decisions related to continual improvement opportunities and any need for changes to the quality management system and resource needs.

Documented information shall be available as evidence of the results of management reviews.

10. Forbedring

- Kontinuerlig forbedring
- Avvik og korrigerende tiltak



ISO 9001:2026, kap. 10 Forbedring

Krav til kontinuerlig forbedring er mer presisert og kapittel 10.3 utgår

10 Improvement

10.1 Continual improvement

The organization shall continually improve the suitability, adequacy and effectiveness of the quality management system.

The organization shall consider the results of monitoring, measurement, analysis and evaluation of data and information, and the results of management review, to determine opportunities. The organization shall address these opportunities as part of continual improvement.

Actions shall include:

a) improving processes, products and services;

b) addressing future needs and expectations;

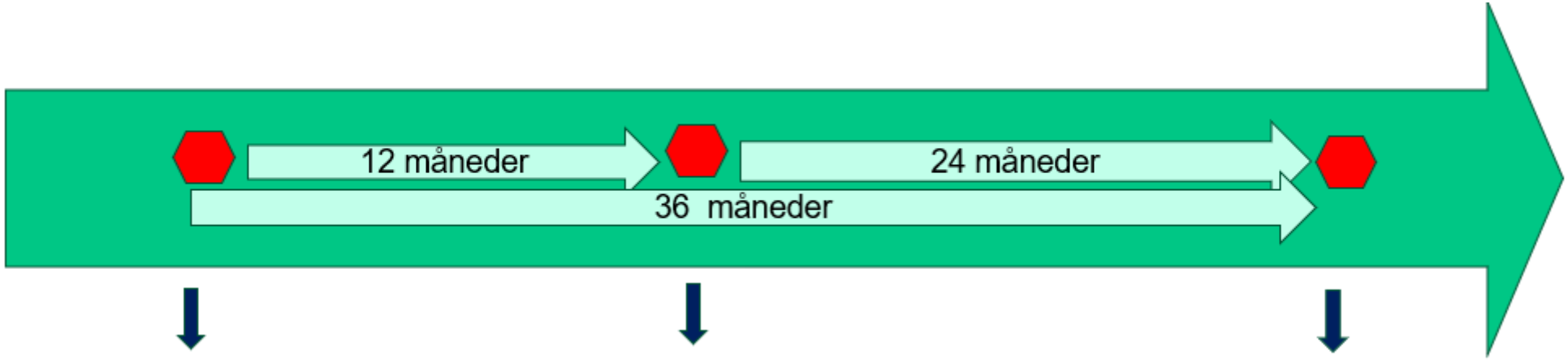
c) correcting, preventing or reducing undesired effects.

NOTE Improvement can be achieved through incremental or breakthrough change, innovation or reorganization initiatives.

Oppsummering av endringer ISO 9001:2026 vs. 2015

- Tydeligere og mer forklarende tekst: Kravene er presisert for å gjøre standarden enklere å forstå bidra til mer ensartet tolkning.
- Økt oppmerksomhet på klima og miljø: Klimaforhold er tydeligere integrert i vurderingen av virksomhetens kontekst og relevante risikoer og muligheter. (Kap. 4 og 6.1)
- Større vekt på lederskap: Ledelsen skal i større grad fremme kvalitetskultur og etisk adferd i virksomheten. (Kap. 5.1)
- Kvalitetspolicyen skal være tilpasset virksomhetens kontekst og strategiske retning. (Kap. 5.2)
- Styrket krav til endringer : Kommunikasjon og evaluering av resultater (Kap 6.3)
- Tydeligere krav til evaluering og forbedring: Internrevisjon og ledelsens gjennomgåelse skal bidra til å vurdere ledelsessystemets virkning og behov for forbedringer. (Kap. 9.2 og 9.3)
- Større vekt på positive muligheter: Virksomheten skal identifisere og vurdere muligheter som kan bidra til forbedringer og ønskede resultater. (Kap. 6.1)
- Økt oppmerksomhet på kundetilfredshet: Kundetilbakemeldinger skal brukes aktivt til å vurdere resultater og identifisere forbedringsbehov. (Kap. 9.1.2)

Tidsplan – Overgangsperiode for ISO 9001:2026



16.September 2026
ISO 9001:2026 publisert
Overgangsperiode starter
Eksisterende ISO 9001:2015 er fortsatt gyldig i overgangsperioden på 36 måneder fra publisering

16.September 2027
Norsk akkreditering skal ha godkjent sertifiseringsorganene for akkreditering av ISO 9001:2026

16.September 2029
ISO 9001:2015-sertifikater utløper
Kun ISO 9001:2026 vil være gyldig standard for sertifisering

Overgangsfase for sertifiserte bedrifter: 36 måneder fra publisering

Magnus Robbestad

67 83 87 00
salg@standard.no
standard.no

Standard Norge

FØLG OSS PÅ