



Global
Standards™

ISO 22301:2019

**Security and Resilience, Business
Continuity Management Systems
Gap Analysis**

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ISO 22301:2019 Gap Analysis

BS EN ISO 22301:2019 Security and Resilience - Business Continuity Management Systems - Requirements was published on 30th September 2019. The 2012 version will be withdrawn on 30th April 2023. No audits will be carried out against the ISO 22302:2012 standard after 31st October 2022.

This Gap Analysis enables you to determine where you are on your journey toward ISO 22301:2019. If you are currently certified to ISO 22301:2012 it will identify the important changes to allow you to update your existing management system. It will highlight clauses which were not previously covered or have significantly changed from the 2012 version.

For organisations that already demonstrate effective leadership, especially for those Senior Management Teams familiar with ISO 9001:2015 or ISO 27001:2013 for example, you may already be on your way toward meeting the requirements.

While the standard is based on Annex SL, it does have additional requirements.

The term 'Documented Information' is used as per other Annex SL standards; this is defined as information required to be controlled and maintained by an organisation and the medium on which it is contained.

The standard uses the PDCA (Plan, Do, Check, Act) model in the same way as other management system standards.

You should use this Gap Analysis as an aid towards confirmation that your management system complies with the requirements of ISO 22301:2019.

It may also be used as an internal audit tool.

Please note that this form is for your own internal use only. Do not return it to Global Standards.

Clause 3 - Terms and Definitions - CHANGES

There is a new definition of **‘business continuity’**

It is now defined as ‘capability of the organisation to continue the delivery of products and services within acceptable time frames at predefined capacity during a disruption’.

There is a new definition of **‘business continuity plan’**

This is now defined as ‘documented information that guides an organisation to respond to a disruption and resume, recover and restore the delivery of products and services consistent with its business continuity objectives’.

This clearly links the plan to the Business Continuity Objectives - a feature that wasn’t in the previous definition.

There is a new definition of **‘business impact analysis’**

This is defined as the ‘process of analysing the impact over time of a disruption on the organisation’.

The emphasis has shifted from activities to impacts and the key phrase ‘over time’ has been added.

Additional definitions have been included in the new version of the standard:

‘Impact’

The outcome of a disruption which affects objectives.

‘Prioritized activity’

Activity to which urgency is given in order to avoid unacceptable impacts to the business during a disruption.

‘Resources’

All assets (including plant and equipment), people, skills, technology, premises and supplies and information (whether electronic or not) that an organisation has to have available to use, when needed, in order to operate and meet its objectives.

Definitions for the following have been removed:

business continuity management; business continuity management systems; correction; event; exercise; infrastructure; internal audit; invocation; document; maximum acceptable outage; maximum tolerable period of disruption; minimum business continuity objective; mutual aid agreement; performance evaluation; procedure; record; recovery point objective; recovery time; verification; work environment; objective; risk appetite; risk assessment; risk management and testing.

Clause 4 - Context of the Organisation

This clause underpins the Annex SL Standards and establishes the context of the Business Continuity Management System (BCMS). It gives you the opportunity to identify all internal and external issues that are relevant, and may affect, the strategic direction of the organisation and the BCMS. You will also need to identify the needs and expectations of customers and other interested parties that are relevant to your management system. These groups can include workers, shareholders, sub-contractors, regulatory groups etc. Finally, you'll need to establish, implement, maintain and continually improve the management system.

Clause	Plain English Description	Yes	No	Evidence/Corrective Action Required	Owner	Target Date	Date Completed
4.1 Understanding the organisation and its context	<p>Your organisation needs to be able to demonstrate that you have determined external and internal issues that are relevant to your organisation's purpose and that affect its ability to achieve the intended outcome(s) of its BCMS.</p> <p>Depending on the size and/or complexity of operations, a simple approach such as asking 'what if' questions can be useful, or more structured tools such as a SWOT (Strengths, Weaknesses, Opportunities and Threats) or PESTLE (Political, Economic, Social, Technological, Legal, Environmental) analysis can be used.</p> <p><i>CHANGE The second and third paragraphs with specific requirements to be identified and documented such as 'risk appetite' have been removed.</i></p>						

Clause 4 - Context of the Organisation

Clause	Plain English Description	Yes	No	Evidence/Corrective Action Required	Owner	Target Date	Date Completed
4.2 Understanding the needs and expectations of workers and other interested parties	<p>Your organisation needs to be able to demonstrate that you have identified, monitored and reviewed all interested parties that are relevant to the BCMS and its requirements.</p> <p>The organisation shall:</p> <ul style="list-style-type: none"> • identify customers and service users (internal and external) and their needs and expectations • identify other interested parties such as suppliers or regulatory bodies that are relevant to the BCMS • implement and maintain a procedure to determine which of these needs and expectations are, or could become, legal, regulatory or contractual requirements • document this information and keep it up to date 						

Clause 4 - Context of the Organisation

Clause	Plain English Description	Yes	No	Evidence/Corrective Action Required	Owner	Target Date	Date Completed
4.3 Determining the scope of the BCMS							
CHANGE 4.3.1 General	Adds consideration of 'mission, goals and internal and external obligations'.						
CHANGE 4.3.2 Scope of the business continuity management system	Now states that the organisation shall: a) establish the parts of the organisation to be included in the BCMS, taking into account its location(s), size, nature and complexity b) identify products and services to be included in the BCMS						

Clause 4 - Context of the Organisation

Clause	Plain English Description	Yes	No	Evidence/Corrective Action Required	Owner	Target Date	Date Completed
4.4 Business Continuity Management System	<p>To comply with this clause, you need to establish, implement, maintain and continually improve your BCMS. This requires the adoption of a process approach. Although every organisation will be different, documented information such as processes or written methods and procedures could support this.</p> <p>Consideration should be given to the process-based system including:</p> <ul style="list-style-type: none"> • a list of processes, process sequences and interactions • methods to manage the processes (including those of procured services) • resources to support processes • process responsibilities and authorities • risks and opportunities of each process • how you ensure the system improves the processes and the BCMS 						

Clause 5 - Leadership

CHANGE This is now organised into three sections rather than four which brings it into line with other management system standards.

Clause	Plain English Description	Yes	No	Evidence/Corrective Action Required	Owner	Target Date	Date Completed
5.1 Leadership and commitment	<p>Top management must demonstrate leadership and commitment by motivation and empowerment to improve the effectiveness of the management system by:</p> <p>a) ensuring that the business continuity policy and objectives are established and are compatible with the strategic direction of the organisation</p> <p>b) ensuring the integration of the BCMS requirements into the organisation's business processes</p> <p>c) ensuring that the resources needed for the BCMS are available</p> <p>d) communicating the importance of effective business continuity and of conforming to the BCMS requirements</p> <p>e) ensuring that the BCMS achieves its intended outcome(s)</p> <p>f) directing and supporting persons to contribute to the effectiveness of the BCMS</p> <p>g) promoting continual improvement</p> <p>h) supporting other relevant managerial roles to demonstrate their leadership and commitment as it applies to their areas of responsibility</p>						

Clause 5 - Leadership

Clause	Plain English Description	Yes	No	Evidence/Corrective Action Required	Owner	Target Date	Date Completed
CHANGE 5.2 Policy	<p><i>The requirement to 'be reviewed for continuing suitability at defined intervals and when significant changes occur' has been removed. However, it is important to note that the policy must be reviewed as part of Management Review.</i></p> <p>Top management shall establish a BCMS policy that:</p> <ul style="list-style-type: none"> • is appropriate to the purpose of the organisation • provides a framework for setting objectives • includes a commitment to satisfy applicable requirements • includes a commitment to continual improvement <p>The BCMS policy shall be communicated effectively and be:</p> <ul style="list-style-type: none"> • available as documented information • communicated internally • communicated to interested parties <p>Consideration should be given to when the policy was last reviewed/amended and details of any changes required to meet the requirements of Clause 5.2.</p>						
5.3 Organisational roles, responsibilities and authorities	<p>Top management shall ensure that the responsibilities and authorities for relevant roles are assigned and communicated within the organisation and assign the authority for:</p> <ul style="list-style-type: none"> • ensuring that the BCMS conforms to the requirements of the standard • reporting on the performance of the BCMS to top management 						

Clause 6 - Planning

Clause	Plain English Description	Yes	No	Evidence/Corrective Action Required	Owner	Target Date	Date Completed
6.1 Actions to address risks and opportunities	<p>This is similar to other Annex SL standards except it also requires you to:</p> <ul style="list-style-type: none"> • determine risks and opportunities • give assurance the BCMS can achieve intended outcomes • prevent or reduce undesired effects • achieve continual improvement <p>Planning shall include:</p> <ul style="list-style-type: none"> • actions to address risks and opportunities • how to integrate and implement actions • how to evaluate the effectiveness of these actions 						
CHANGE 6.2 BCMS objectives and planning to achieve them	<p>The organisation shall establish objectives that:</p> <ul style="list-style-type: none"> • are consistent with the policy • measurable • take into account requirements • monitored • communicated • updated <p>The organisation shall determine</p> <ul style="list-style-type: none"> • who is responsible • what will be done • resources • completion timescale • how results are evaluated <p>The objectives need to be maintained as Documented Information.</p>						

Clause 6 - Planning

Clause	Plain English Description	Yes	No	Evidence/Corrective Action Required	Owner	Target Date	Date Completed
NEW 6.3 Planning changes to the BCMS system	<p>This links to Clause 10 - Improvement and requires determination of need for changes and that these should be carried out 'in a planned manner'.</p> <p>The organisation should consider:</p> <ul style="list-style-type: none"> • the purpose of the changes and their potential consequences • the integrity of the BCMS • the availability of resources • the allocation or reallocation of responsibilities and authorities 						

Clause 7 - Support

Clause	Plain English Description	Yes	No	Evidence/Corrective Action Required	Owner	Target Date	Date Completed
7.1 Resources	The organisation shall determine and provide the resources needed for the establishment, implementation, maintenance and continual improvement of the BCMS.						
7.2 Competence	The organisation shall determine necessary competence of their staff, ensure they are competent, and evaluate the effectiveness. This shall be retained as Documented Information.						
7.3 Awareness	Persons doing work shall be aware of: <ul style="list-style-type: none"> • the BCMS policy • their contribution to the effectiveness of the BCMS • the implications of not conforming • their own role during disruptive incidents 						

Clause 7 - Support

Clause	Plain English Description	Yes	No	Evidence/Corrective Action Required	Owner	Target Date	Date Completed
CHANGE 7.4 Awareness	<p><i>This clause has been slimmed down with the second section requiring procedures for internal communication, external communication, adapting and integrating national risk registers, ensuring communication in disruptive incidents, communication with authorities and operating and testing removed.</i></p> <p>The organisation shall determine internal and external communication relevant to the BCMS including:</p> <ul style="list-style-type: none"> • on what to communicate • with whom to communicate • when to communicate <p>Procedures must be implemented and maintained for:</p> <ul style="list-style-type: none"> • internal and external communication to interested parties • receiving, documenting and responding to communications from interested parties • adapting and integrating a national or regional threat advisory system • ensuring availability of a means of communication during disruptive incidents • establishing structured communication with appropriate authorities and responding organisations • operating and testing these capabilities 						

Clause 7 - Support

Clause	Plain English Description	Yes	No	Evidence/Corrective Action Required	Owner	Target Date	Date Completed
7.5 Documented information	<p>The organisation's BCMS shall include:</p> <ul style="list-style-type: none"> • documented information required by this document • documented information determined by the organisation as being necessary for the effectiveness of the BCMS <p>When creating and updating documented information the organisation shall ensure:</p> <ul style="list-style-type: none"> • appropriate identification and description (e.g. a title, date, author, or reference number) • format (e.g. language, software version, graphics) and media (e.g. paper, electronic) • review and approval for suitability and adequacy <p>Documented information required by the BCMS and by this document shall be controlled to ensure:</p> <ul style="list-style-type: none"> • it is available and suitable for use, where and when it is needed • it is adequately protected (e.g. from loss of confidentiality, improper use, loss of integrity) <p>For the control of documented information, the organisation shall address the following activities, as applicable:</p> <ul style="list-style-type: none"> • distribution, access, retrieval and use • storage and preservation, including preservation of legibility • control of changes (e.g. version control) • retention and disposition <p>Documented information of external origin determined by the organisation to be necessary for the planning and operation of the BCMS shall be identified, as appropriate, and controlled.</p>						

Clause 8 - Operation

CHANGE 8.1 to 8.3 no longer require a formal documented procedure.

Clause	Plain English Description	Yes	No	Evidence/Corrective Action Required	Owner	Target Date	Date Completed
8.1 Operational planning and control	<p>This is the main operational section of the standard and relates to the provision of services. The organisation needs to plan, implement and control processes by establishing criteria, implementing control and keeping documented information.</p> <p>The organisation shall control planned changes and review the consequences of unintended changes, taking action to mitigate any adverse effects, as necessary. The organisation shall ensure that outsourced processes and the supply chain are controlled.</p>						
8.2 Business Impact Analysis and Risk Assessment	<p>The organisation shall:</p> <ul style="list-style-type: none"> • implement and maintain systematic processes for analysing the business impact and assessing the risks of disruption • review the business impact analysis and risk assessment at planned intervals and when there are significant changes within the organisation or the context in which it operates 						

Clause 8 - Operation

Clause	Plain English Description	Yes	No	Evidence/Corrective Action Required	Owner	Target Date	Date Completed
8.2 Business Impact Analysis and Risk Assessment (continued)	<p>Business Impact Analysis A formal, documented evaluation process for determining continuity and recovery priorities, objectives and targets shall be established, implemented and maintained. This shall include:</p> <ul style="list-style-type: none"> • identified activities that support products and services • assessing the impacts of not performing the activities • setting prioritised timeframes for resuming activities • identifying dependencies and supporting resources <p>The organisation shall use the process for analysing business impacts to determine business continuity priorities and requirements. The process shall:</p> <ul style="list-style-type: none"> • define the impact types and criteria relevant to the organisation's context • identify the activities that support the provision of products and services • use the impact types and criteria for assessing the impacts over time resulting from the disruption of these activities • identify the time frame within which the impacts of not resuming activities would become unacceptable to the organisation • set prioritised time frames for resuming disrupted activities at a specified minimum acceptable capacity • use this analysis to identify prioritised activities • determine which resources are needed to support prioritised activities • determine the dependencies, including partners and suppliers, and interdependencies of prioritised activities 						

Clause 8 - Operation

Clause	Plain English Description	Yes	No	Evidence/Corrective Action Required	Owner	Target Date	Date Completed
8.2 Business Impact Analysis and Risk Assessment (continued)	<p>Risk Assessment</p> <p>The organisation shall implement and maintain a risk assessment process (see ISO 31000) that:</p> <ul style="list-style-type: none"> • identified risks of disruption to prioritized activities and other resources • systematically analyses risk • evaluates which disruption related risks require treatment • identifies treatments and actions 						
8.3 Business continuity strategies and solutions	<p>CHANGE 'strategy' changed to 'strategies and solutions'.</p> <p>Based on the outputs from the Business Impact Analysis and Risk Assessment, the organisation shall identify and select business continuity strategies that consider options for before, during and after disruption.</p> <p>The business continuity strategies shall be comprised of one or more solutions. Identification of strategies and solutions shall be based on the extent to which strategies and solutions:</p> <ul style="list-style-type: none"> • meet the requirements to continue and recover prioritised activities within the identified time frames and agreed capacity • protect the organisation's prioritised activities • reduce the likelihood of disruption • shorten the period of disruption • limit the impact of disruption on the organisation's products and services • provide for the availability of adequate resources 						

Clause 8 - Operation

Clause	Plain English Description	Yes	No	Evidence/Corrective Action Required	Owner	Target Date	Date Completed
8.3 Business continuity strategies and solutions (continued)	<p>Risk Assessment</p> <p>The organisation shall implement and maintain a risk assessment process (see ISO 31000) that:</p> <ul style="list-style-type: none"> • identifies risks of disruption to prioritised activities and other resources • systematically analyses risk • evaluates which disruption related risks require treatment • identifies treatments and actions <p>Selection shall be based on the extent to which strategies and solutions:</p> <ul style="list-style-type: none"> • meet the requirements to continue and recover prioritised activities within the identified time frames and agreed capacity • consider the amount and type of risk the organisation may or may not take • consider associated costs and benefits <p>The organisation shall determine the resource requirements to implement the selected business continuity solutions. The types of resources considered shall include, but not be limited to:</p> <ul style="list-style-type: none"> • people • information and data • physical infrastructure such as buildings, workplaces or other facilities and associated utilities • equipment and consumables • information and communication technology (ICT) systems • transportation and logistics • partners and suppliers <p>The organisation shall implement and maintain selected business continuity solutions so they can be activated when needed.</p>						

Clause 8 - Operation

Clause	Plain English Description	Yes	No	Evidence/Corrective Action Required	Owner	Target Date	Date Completed
8.4 Business continuity plans and procedures	<p><i>CHANGE While there has been much reorganising of this clause, the major change is a specific requirement for 'teams' to be responsible for responding to disruptions. These shall have 'identified personnel and their alternatives' and 'documented procedures to guide their actions'. The addition of the requirement for plans is new.</i></p> <p>The organisation shall implement and maintain a response structure that will enable timely warning and communication to relevant interested parties. It shall provide plans and procedures to manage the organisation during a disruption. The plans and procedures shall be used when required to activate business continuity solutions.</p> <p>Documented plans and procedures are required that shall:</p> <ul style="list-style-type: none"> • be specific regarding the immediate steps that are to be taken during a disruption • be flexible to respond to the changing internal and external conditions of a disruption • focus on the impact of incidents that potentially lead to disruption • be effective in minimising the impact through the implementation of appropriate solutions • assign roles and responsibilities for tasks within them 						

Clause 8 - Operation

Clause	Plain English Description	Yes	No	Evidence/Corrective Action Required	Owner	Target Date	Date Completed
8.4 Business continuity plans and procedures (continued)	<p>The organisation shall implement and maintain a structure, identifying one or more teams responsible for responding to disruptions. The roles and responsibilities of each team and the relationships between the teams shall be clearly stated.</p> <p>The team shall be competent to:</p> <ul style="list-style-type: none"> • assess the nature and extent of a disruption and its potential impact • assess the impact against pre-de thresholds that justify initiation of a formal response • activate an appropriate business continuity response • plan actions that need to be undertaken • establish priorities (using life safety as st priority) • monitor the effects of the disruption and the organisation's response • activate the business continuity solutions • communicate with relevant interested parties, authorities and the media <p>For each team there shall be:</p> <ul style="list-style-type: none"> • identi ed personnel and their alternates with the necessary responsibility, authority and competence to perform their designated role • documented procedures to guide their actions (see 8.4.4), including those for the activation operation, coordination and communication of the response. 						

Clause 8 - Operation

Clause	Plain English Description	Yes	No	Evidence/Corrective Action Required	Owner	Target Date	Date Completed
8.4 Business continuity plans and procedures (continued)	<p>The team shall be competent to:</p> <ul style="list-style-type: none"> • communicating internally and externally to relevant interested parties, including what, when, with whom and how to communicate • receiving, documenting and responding to communications from interested parties, including any national or regional risk advisory system or equivalent • ensuring the availability of the means of communication during a disruption • facilitating structured communication with emergency responders • providing details of the organisation's media response following an incident, including a communications strategy • recording the details of the disruption, the actions taken and the decisions made <p>Where applicable, the following shall also be considered and implemented:</p> <ul style="list-style-type: none"> • alerting interested parties potentially impacted by an actual or impending disruption • ensuring appropriate coordination and communication between multiple responding organisations <p>The warning and communication procedures shall be exercised as part of the organisation's exercise programme.</p>						

Clause 8 - Operation

Clause	Plain English Description	Yes	No	Evidence/Corrective Action Required	Owner	Target Date	Date Completed
8.4 Business continuity plans and procedures (continued)	<p>Business Continuity Plans</p> <p>Documented procedures are required for responding to a disruptive incident and should contain:</p> <ul style="list-style-type: none"> • details of the actions that the teams will take in order to: <ul style="list-style-type: none"> - continue or recover prioritised activities within predetermined time frames - monitor the impact of the disruption and the organisation's response to it • reference to the pre-determined threshold(s) and process for activating the response • procedures to enable the delivery of products and services at agreed capacity • details to manage the immediate consequences of a disruption giving due regard to: <ul style="list-style-type: none"> - the welfare of individuals - the prevention of further loss or unavailability of prioritised activities - the impact on the environment <p>Each plan shall include:</p> <ul style="list-style-type: none"> • the purpose, scope and objectives • the roles and responsibilities of the team that will implement the plan • actions to implement the solutions • supporting information needed to activate (including activation criteria), operate, coordinate and communicate the team's actions • internal and external interdependencies • the resource requirements • the reporting requirements • a process for standing down <p>Each plan shall be usable and available at the time and place at which it is required. The organisation shall have documented processes to restore and return business activities from the temporary measures adopted during and after a disruption.</p>						

Clause 8 - Operation

Clause	Plain English Description	Yes	No	Evidence/Corrective Action Required	Owner	Target Date	Date Completed
8.5 Exercise Programme	<p><i>CHANGE This was previously called 'Exercising and testing'. An additional requirement is the need to 'develop teamwork, competence, confidence and knowledge.'</i></p> <p>The organisation shall implement and maintain a programme of exercising and testing to validate over time the effectiveness of its business continuity strategies and solutions. The organisation shall conduct exercises and tests that:</p> <ul style="list-style-type: none"> • are consistent with its business continuity objectives • are based on appropriate scenarios that are well planned with clearly defined objectives • develop teamwork, competence, confidence and knowledge for those who have roles to perform in relation to disruptions • taken together over time, validate its business continuity strategies and solutions • produce formalised post-exercise reports that contain outcomes, recommendations and actions to implement improvements • are reviewed within the context of promoting continual improvement • are performed at planned intervals and when there are significant changes within the organisation or the context in which it operates <p>The organisation shall act on the results of its exercising and testing to implement changes and improvements.</p>						

Clause 8 - Operation

Clause	Plain English Description	Yes	No	Evidence/Corrective Action Required	Owner	Target Date	Date Completed
<p>NEW Addition of Clause 8.6</p> <p>There are a number of additional requirements including to 'conduct evaluations of the business continuity capabilities of relevant partners and suppliers' and 'evaluate compliance with applicable legal and regulatory requirements'.</p>							
<p>8.6 Evaluation of business continuity documentation and capabilities</p>	<p>The organisation shall:</p> <ul style="list-style-type: none"> • evaluate the suitability, adequacy and effectiveness of its business impact analysis, risk assessment, strategies, solutions, plans and procedures • undertake evaluations through reviews, analysis, exercises, tests, post-incident reports and performance evaluations • conduct evaluations of the business continuity capabilities of relevant partners and suppliers • evaluate compliance with applicable legal and regulatory requirements, industry best practices, and conformity with its own business continuity policy and objectives • update documentation and procedures in a timely manner <p>These evaluations shall be conducted at planned intervals, after an incident or activation, and when significant changes occur.</p>						

Clause 9 - Performance Evaluation

CHANGE Parts of this clause have been rephrased and simplified as many of its requirements are now contained in other clauses.

Clause	Plain English Description	Yes	No	Evidence/Corrective Action Required	Owner	Target Date	Date Completed
9.1 Monitoring, measurement, analysis and evaluation	<p>The organisation needs to determine:</p> <ul style="list-style-type: none"> • what needs to be monitored and measured • methods • when and by whom they shall be performed • when and by whom the results should be analysed and evaluated <p>The organisation shall retain appropriate documented information as evidence of the results. The organisation shall evaluate the BCMS performance and the effectiveness of the BCMS.</p>						
9.2 Internal audit	<p>The organisation shall conduct an internal audit at planned intervals to demonstrate that the BCMS:</p> <ul style="list-style-type: none"> • conforms to the requirements of the BCMS and the requirements of the standard • is effectively implemented <p>The organisation shall:</p> <ul style="list-style-type: none"> • plan, establish, implement and maintain an audit programme including frequency, methods, responsibilities, planning requirements and reporting • determine audit criteria and scope • ensure objectivity and impartiality • provide reports for relevant management • retain documented information • base the scheduling upon risk assessment • carry out timely corrections and corrective actions and verify effectiveness • ensure that follow-up audit actions include the verification of the actions taken and the reporting of verification results 						

Clause 9 - Performance Evaluation

CHANGE Parts of this clause have been rephrased and simplified as many of its requirements are now contained in other clauses.

Clause	Plain English Description	Yes	No	Evidence/Corrective Action Required	Owner	Target Date	Date Completed
9.1 Monitoring, measurement, analysis and evaluation	<p>Top management shall review the organisation's BCMS at planned intervals to ensure its continuing suitability, adequacy and effectiveness.</p> <p>This shall consider:</p> <ul style="list-style-type: none"> • status of actions from previous reviews • changes in external and internal issues • trends in nonconformities and corrective actions, monitoring and measurement results, audit results • opportunities for continual improvement • techniques, products and procedures for improvement of performance and effectiveness of the BCMS • status of corrective actions • results of exercising and testing • risks or issues not adequately addressed in any previous risk assessment • any internal or external changes that could affect the BCMS • policy adequacy • improvement recommendations • lessons learned and actions from disruptive incidents • emerging good practice and guidance 						

Clause 9 - Performance Evaluation

CHANGE Parts of this clause have been rephrased and simplified as many of its requirements are now contained in other clauses.

Clause	Plain English Description	Yes	No	Evidence/Corrective Action Required	Owner	Target Date	Date Completed
9.1 Monitoring, measurement, analysis and evaluation (continued)	<p>Outputs shall include:</p> <ul style="list-style-type: none"> • variations to scope • improvement of effectiveness • risk reduction and security requirements • operational conditions and processes • legal and regulatory requirements • contractual obligations • levels of risk and/or criteria for accepting risks • resource needs • funding and budget requirements • how effectiveness of controls are measured <p>Documented information must be retained and results of the review communicated to interested parties and appropriate actions must be taken.</p>						

Clause 10 - Improvement

CHANGE Minor re-phrasing but generally no change.

Clause	Plain English Description	Yes	No	Evidence/Corrective Action Required	Owner	Target Date	Date Completed
10.1 Non-conformity and corrective action	<p>When nonconformity occurs, the organisation must:</p> <ul style="list-style-type: none"> • identify the nonconformity and react as applicable • take action to control and correct it • deal with the consequences • evaluate the need for action to eliminate causes to prevent reoccurrence by reviewing and determining the cause • review if similar nonconformities exist or could potentially occur • evaluate the need for corrective action • determine and implement corrective action • review effectiveness • make changes to the BCMS if needed • implement action if needed <p>Documented information shall be retained as evidence.</p>						
10.2 Continual improvement	The organisation shall continually improve the suitability, adequacy and effectiveness of the BCMS.						

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