

Working Material 1.8

Actions to Address Risks and Opportunities

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This sheet puts the working parts of subchapter 1.8 into editable form: the Verification Pact, the review questions, the common mistakes as a self-check and the Operative Synthesis as an action plan. The empty columns are for your property. The reasoning behind each row is in the book.

GUIDING QUESTION

Most environmental risk registers ask what a hotel might do to the environment. The standard asks a second question just as often overlooked: what might the environment be about to do to the hotel?

Verification Pact: Market Claims Against the Standard

The first three columns are copied from the book. In the last one, note whether this claim circulates in your property — in a proposal, a brochure, a supplier's pitch or your own documents — and what you now hold instead.

What is claimed	Binding?	What actually holds	In our property
Risk determination under clause 6.1 concerns only the risk an organisation's activities pose to the environment	No	Risks and opportunities under 6.1.4 are determined with the 4.1 issues in view, including the potential for external environmental conditions to affect the organisation — a distinct and equally required direction	
Emergency preparedness is entirely the safety function's responsibility and outside the environmental management system's scope	No	Clause 6.1.2 specifically requires determining potential emergency situations with environmental impact, and clause 8.2 requires the system to prepare and respond to them	
A risk and opportunity register satisfies the clause once every category is populated with at least one entry	No	Substantive coverage is required, not token representation — a register covering only outward environmental risk has not addressed the clause's full scope regardless of how many entries it contains	
Climate and weather risk is a matter for a property's insurance and business continuity planning, unrelated to the environmental management system	No	Where climate or weather risk has environmental consequences — as flooding reaching chemical storage does — it falls within the system's required scope, alongside whatever separate business continuity planning also exists	
Risk determination under 6.1.4 is a one-time exercise completed at system launch	No	Like the other planning clauses in this chapter, risk and opportunity determination is subject to ongoing review as context, aspects, and conditions change	
Opportunities under this clause are limited to cost-saving or efficiency measures	No	Annex A frames opportunities broadly, including improved environmental performance and beneficial effects generally — not only financial efficiency	

A Checklist for the Next Risk Review

Answer each question with Yes, Partly, No or N.A., and name the evidence: a record, a date, a person, a place someone can go and look. An answer without evidence is an opinion.

Question	Why it matters	Answer	Evidence
Does our register contain a meaningful number of environment-to-organisation entries, or only organisation-to-environment ones?	The single imbalance this subchapter's entire case illustrates		
What does this location's own documented history show it is capable of — flood, fire, heat, drought — and is that history reflected in the register?	Foreseeability rarely requires speculation; it usually requires consulting a record that already exists		
Have we identified potential emergency situations with environmental impact specifically, distinct from general emergency planning?	This is a distinct requirement within clause 6.1.2, easily absorbed into general safety planning and then lost		
Are safety planning and environmental planning connected through a shared review, or maintained as entirely separate documents?	The gap between two well-run separate systems is exactly where the New Orleans flood did its damage		
Does our opportunities list receive the same deliberate attention as our threats list?	An under-examined opportunities column is a quieter version of the same imbalance this subchapter addresses		

Common Mistakes — Self-Check

Tick every mistake you recognise in your own property today, and write next to it where you saw it. A ticked box is not a nonconformity; it is a place to look before an auditor or an incident does.

☐	Mistake (from the book)	Where we see it
☐	Building a risk and opportunity register in only one direction — organisation to environment — without considering the reverse.	
☐	Treating environmental risk and safety risk as entirely separate conversations with no formal connection.	
☐	Assuming insurance coverage satisfies the standard's requirement to determine and address environmental risk directly.	
☐	Failing to identify potential emergency situations with environmental impact as a distinct category from general emergency planning.	
☐	Ignoring a location's own well-documented environmental history when building the risk register.	
☐	Treating climate and weather exposure as a business continuity matter unrelated to the environmental management system.	
☐	Never reviewing the register's directional balance, allowing one direction to dominate indefinitely.	
☐	Addressing flood, fire, or drought risk only through structural or safety measures, without considering the specific environmental consequences — spills, contamination, system failure — each hazard could produce.	

☐	Mistake (from the book)	Where we see it
☐	Assuming opportunities under this clause are limited to efficiency or cost-saving measures.	
☐	Waiting for an incident to reveal a risk that the property's own location history had already made foreseeable.	

Operative Synthesis — Action Plan

The three horizons and their actions are copied from the book. Owner and due date are yours to fill: an action without both is a wish.

Horizon	Action from the book	Owner	Due date
Act on immediately	Pull the current risk and opportunity register and tag every entry by direction — organisation to environment, or environment to organisation. Count each category. An imbalance this stark is itself a finding.		
Plan for	Research the specific environmental hazards this property's location has already demonstrated historically — flood, fire, heat, drought, or others relevant to context — and add each as an explicit environment-to-organisation risk; identify potential emergency situations with environmental impact specifically, distinct from general emergency planning; and connect safety planning and environmental planning through a shared, scheduled review rather than leaving them as separate documents maintained by separate teams.		
Monitor going forward	Review the register's directional balance at least annually, and track whether any newly identified environment-to-organisation risk has been translated into a physical or procedural measure, not only recorded on paper.		

WHAT THIS SHEET IS NOT

ISO 14001 does not prescribe this form. No clause asks for this worksheet, its columns or a register of market claims; the standard sets requirements and leaves the means to the organisation. This sheet is a working aid drawn from the book: use it, change it or set it aside. Where it touches a requirement, the text of ISO 14001:2026 is the authority, not this page — and nothing on it replaces your own reading of that text.

Source: Francesco Dore, The Helm and the Lens, Volume 1a — ISO 14001:2026, subchapter 1.8. Edizioni Effedore 2026. © 2026 Francesco Dore. Free to adapt for use in your own property. enbooks.effedore.com