
Travel risk management — Guidance for organizations

*Gestion des risques liés aux voyages — Recommandations pour les
organismes*

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Foreword

ISO (the International Organization for Standardization) is a worldwide federation of national standards bodies (ISO member bodies). The work of preparing International Standards is normally carried out through ISO technical committees. Each member body interested in a subject for which a technical committee has been established has the right to be represented on that committee. International organizations, governmental and non-governmental, in liaison with ISO, also take part in the work. ISO collaborates closely with the International Electrotechnical Commission (IEC) on all matters of electrotechnical standardization.

The procedures used to develop this document and those intended for its further maintenance are described in the ISO/IEC Directives, Part 1. In particular, the different approval criteria needed for the different types of ISO documents should be noted. This document was drafted in accordance with the editorial rules of the ISO/IEC Directives, Part 2 (see www.iso.org/directives).

Attention is drawn to the possibility that some of the elements of this document may be the subject of patent rights. ISO shall not be held responsible for identifying any or all such patent rights. Details of any patent rights identified during the development of the document will be in the Introduction and/or on the ISO list of patent declarations received (see www.iso.org/patents).

Any trade name used in this document is information given for the convenience of users and does not constitute an endorsement.

For an explanation of the voluntary nature of standards, the meaning of ISO specific terms and expressions related to conformity assessment, as well as information about ISO's adherence to the World Trade Organization (WTO) principles in the Technical Barriers to Trade (TBT), see www.iso.org/iso/foreword.html.

This document was prepared by Technical Committee ISO/TC 262, *Risk management*.

Any feedback or questions on this document should be directed to the user's national standards body. A complete listing of these bodies can be found at www.iso.org/members.html.

Introduction

This document is intended to assist those managing and participating in organizational travel. The management of travel risk is a component of any organization's travel-related activities and should include interaction with stakeholders.

There are many reasons why people travel for their organization. Travelling has increasingly become a common feature of people's jobs or functions. Consequently, organizations need to meet their duty of care across multiple jurisdictions in different parts of the world.

Travellers, whether international or domestic, can be faced with unfamiliar situations and environments that have different risk profiles to those of their normal location. Road accidents, disease outbreaks, epidemics and natural disasters, as well as conflict, crime (including cyber and information), cyber threats, terrorism and political and socially motivated instability, can threaten the safety, security (including information security) and health (including mental health) of travellers, and can adversely affect the outcome of their travel objectives.

NOTE Unless otherwise indicated, any reference to security also includes information security.

Managing risks for travel to a country where the organization has no local base requires more comprehensive controls than for locations where risk profiles are well known and treatments have already been established. Timeliness and accuracy of intelligence, analysis and advice, including travel warnings, are increasingly important in influencing travel decisions.

Travel risk management (TRM) requires that organizations anticipate and assess the potential for events, develop treatments and communicate anticipated risk exposures to their travellers. Advising and providing travellers with adequate medical and emergency response guidance, security and information security precautions, including challenges to travel logistics, can significantly impact the outcome of disruptive events.

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This document provides a means for organizations to demonstrate that travel decisions are based on the organization's capacity to treat risk using internal resources or with external assistance. Not all travel requires the same level of rigour for risk assessment and management. Although this document provides a comprehensive set of risk treatment options that an organization can consider, application should be reasoned and proportionate to the risk exposure. This will help the organization and individual travellers realize the opportunities and benefits for which travel is required.

This document proposes that the organization's overall appetite and acceptance of risk should not take precedence, or be used exclusively, in deciding whether travel is appropriate for security, safety or health reasons.

This document is based on the principles, framework and process of ISO 31000, as illustrated in [Figure 1](#). Travel-related risk presents a specific context and an organization's existing risk management process can be adapted to reflect this. It is also aligned with the core occupational health and safety management system set out in ISO 45001. As such, elements of this document can assist or inform organizations developing such management systems, but it is not a management system standard.

This document can be used on a standalone basis or integrated within other risk management programmes.

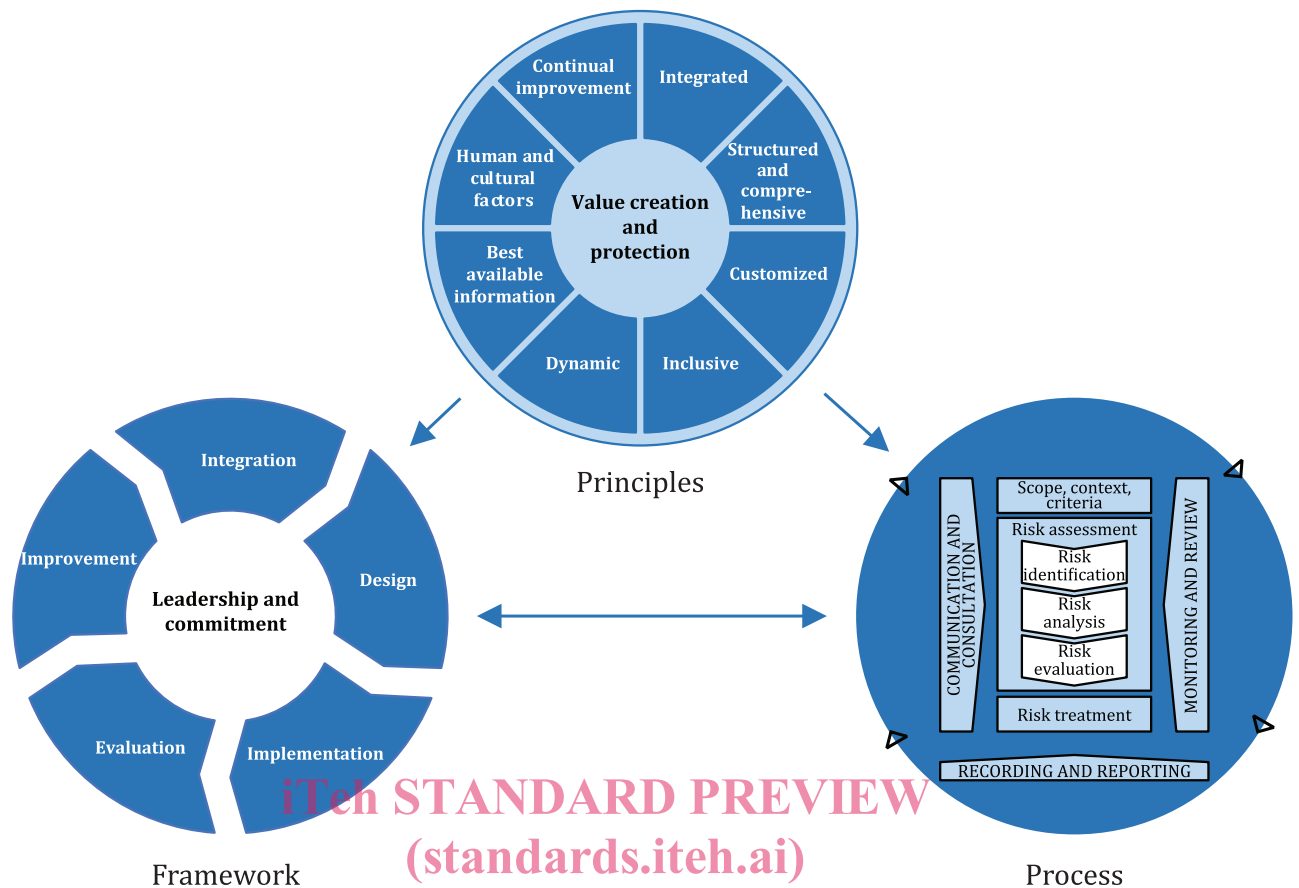


Figure 1 — Principles, framework and process
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One of the aims of this document is to promote a culture where travel-related risk is taken seriously, resourced adequately, and managed effectively. And where the benefits to the organization and relevant stakeholders are recognized. Such benefits include:

- protecting personnel, data, intellectual property and assets;
- reducing legal and financial exposure;
- enabling business in high-risk locations;
- enhancing an organization's reputation and credibility, which in turn can have a positive effect on competitiveness, staff turnover and talent acquisition;
- improving worker confidence in health, safety and security arrangements with regard to travel;
- contributing to business continuity capability and organizational resilience;
- demonstrating the organization's ability to control its travel-related risks effectively and efficiently, which can also help in lowering its insurance premiums;
- providing assurance to business partners, thus banks and investors will be more willing to finance its business;
- enabling the organization to meet customers' expectations in terms of the security and stability of their supply chain;
- increasing general productivity;
- contributing to meeting the sustainable development goals by strengthening the social dimension of sustainability.

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In this document, the following verbal forms are used:

- a) “should” indicates a recommendation;
- b) “may” indicates a permission;
- c) “can” indicates a possibility or a capability.

Information marked as “NOTE” is intended to assist the understanding or use of the document.

“Notes to entry” used in [Clause 3](#) provide additional information that supplements the terminological data and can contain provisions relating to the use of a term.

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Travel risk management — Guidance for organizations

1 Scope

This document gives guidance to organizations on how to manage the risk(s), to the organization and its travellers, as a result of undertaking travel.

This document provides a structured approach to the development, implementation, evaluation and review of:

- policy;
- programme development;
- threat and hazard identification;
- opportunities and strengths;
- risk assessment;
- prevention and mitigation strategies.

This document is applicable to any type of organization, irrespective of sector or size, including but not limited to:

- commercial organizations;
- charitable and not-for-profit organizations;
- governmental organizations;
- non-governmental organizations;
- educational organizations.

This document does not apply to tourism and leisure-related travel, except in relation to travellers travelling on behalf of the organization.

2 Normative references

The following documents are referred to in the text in such a way that some or all of their content constitutes requirements of this document. For dated references, only the edition cited applies. For undated references, the latest edition of the referenced document (including any amendments) applies.

ISO 31000, *Risk management — Guidelines*

3 Terms and definitions

For the purposes of this document, the terms and definitions given in ISO 31000 and the following apply.

ISO and IEC maintain terminological databases for use in standardization at the following addresses:

- ISO Online browsing platform: available at <https://www.iso.org/obp>
- IEC Electropedia: available at <http://www.electropedia.org/>

**3.1
competence**

ability to apply knowledge and skills to achieve intended results

Note 1 to entry: This constitutes one of the common terms and core definitions of the harmonized structure for ISO management system standards.

[SOURCE: ISO 22300:2021, 3.1.42]

**3.2
crisis**

abnormal or extraordinary event or situation that threatens an *organization* (3.9) and requires a strategic, adaptive and timely response in order to preserve its viability and integrity

Note 1 to entry: The event can include a high degree of uncertainty.

Note 2 to entry: The event can exceed the response capacity or capability of the organization.

Note 3 to entry: Given the nature of a crisis, it is possible that there will not be an adequate or appropriate plan to deal with the event, such that a flexible and dynamic approach is needed.

**3.3
crisis management team**

group of individuals functionally responsible for the direction and implementation of the *organization's* (3.9) *crisis* (3.2) management capabilities

**3.4
duty of care**

moral responsibility or legal requirement of an *organization* (3.9) to protect the *traveller* (3.21) from *hazards* (3.5) and *threats* (3.17)

Note 1 to entry: The legal aspect of duty of care can arise from, among others, negligence, contract and statute.

Note 2 to entry: Legal requirements and how they arise, including insurance coverage, can differ between jurisdictions.

Note 3 to entry: Legal requirements can be qualified in scope (e.g. it is possible they will not be absolute).

Note 4 to entry: Organizations should seek advice from a competent legal adviser to ascertain the scope and nature of their duty of care relating to the context of this document.

**3.5
hazard**

source of potential harm

[SOURCE: ISO 31073:—¹), 3.7.5, modified — Note 1 to entry has been deleted.]

**3.6
incident**

adverse event that can be, or can lead to, a disruption, loss, emergency or *crisis* (3.2)

Note 1 to entry: An incident can negatively impact a *traveller's* (3.21) health, safety and security.

Note 2 to entry: An incident can negatively impact the *organization* (3.9), e.g. by reputational damage, financial loss.

Note 3 to entry: An incident can negatively impact organizational resilience.

1) Under preparation. Stage at the time of publication: ISO/DIS 31073:2021.

3.7**incident management team**

group of individuals functionally responsible for planning for the likelihood and management of an *incident* (3.6)

Note 1 to entry: Responsibilities of the incident management team can include liaison with external *organizations* (3.9), *stakeholders* (3.15) and families.

3.8**off-duty time**

time when *travellers* (3.21) are not engaged in work activities but remain under the general supervisory responsibility of the *organization* (3.9)

Note 1 to entry: This can include a weekend depending on the trip duration.

3.9**organization**

person or group of people that has its own functions with responsibilities, authorities and relationships to achieve its objectives

Note 1 to entry: The concept of organization includes, but is not limited to, sole-trader, company, corporation, firm, enterprise, authority, partnership, association, charity or institution, or part or combination thereof, whether incorporated or not, public or private.

[SOURCE: ISO 31022:2020, 3.4, modified — Note 1 to entry has been modified.]

3.10**personal leave time**

period of time, occurring before, after or within the scheduled duration of the work activity or project, that falls outside the supervisory responsibility of the *organization* (3.9)

3.11**provider**

organization (3.9) providing services or products, or both, to the organization in accordance with agreed specifications, terms and conditions

3.12**risk**

effect of uncertainty on objectives

Note 1 to entry: An effect is a deviation from the expected. It can be positive, negative or both, and can address, create or result in opportunities and *threats* (3.17).

Note 2 to entry: Objectives can have different aspects and categories and can be applied at different levels.

Note 3 to entry: Risk is usually expressed in terms of risk sources, potential events, their consequences and their likelihood.

[SOURCE: ISO 31000:2018, 3.1]

3.13**risk assessment**

overall process of risk identification, risk analysis and risk evaluation

[SOURCE: ISO 31073:—, 3.6.1]

3.14**risk treatment**

process to modify *risk* (3.12)

Note 1 to entry: Risk treatment can involve:

— avoiding the risk by deciding not to start or continue with the activity that gives rise to the risk;

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- taking or increasing risk in order to pursue an opportunity;
- removing the risk source;
- changing the likelihood;
- changing the consequences;
- sharing the risk with another party or parties (including contracts and risk financing);
- retaining the risk by informed decision.

Note 2 to entry: Risk treatments that deal with negative consequences are sometimes referred to as “risk mitigation”, “risk elimination”, “risk prevention” and “risk reduction”.

Note 3 to entry: Risk treatment can create new risks or modify existing risks.

[SOURCE: ISO 31073:—, 3.10.1]

3.15 stakeholder

person or *organization* (3.9) that can affect, be affected by, or perceive themselves to be affected by a decision or activity

Note 1 to entry: The term “interested party” can be used as an alternative to “stakeholder”.

[SOURCE: ISO 31000:2018, 3.3]

3.16 student

individual on placement, internship, apprenticeship or otherwise, under the control of an employing *organization* (3.9) as part of a training programme, or enrolled in a school or other educational institution

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Note 1 to entry: As students can be under the age of legal responsibility, it is possible they will not be able to make legal decisions themselves.

3.17 threat

potential source of danger, harm or other undesirable outcome

[SOURCE: ISO 31073:—, 3.7.7, modified —Notes 1 and 2 to entry have been deleted.]

3.18 travel

movement of a person(s), on behalf of an *organization* (3.9), which comes within the scope of the organization’s *duty of care* (3.4)

Note 1 to entry: The movement can be either domestic or international.

3.19 travel risk

effect of uncertainty on objectives due to *travel* (3.18)

3.20 travel risk management TRM

coordinated activities to direct and control an *organization* (3.9) with regard to *travel risk* (3.19)

3.21 traveller

person(s) undertaking *travel* (3.18)

3.22 worker

person performing work or work-related activities that are under the direct or indirect control of the organization (3.9)

Note 1 to entry: Persons perform work or work-related activities under various arrangements, paid or unpaid, such as regularly or temporarily, intermittently or seasonally, casually or on a part-time basis.

Note 2 to entry: Workers include top management, managerial and non-managerial persons.

Note 3 to entry: The work or work-related activities performed under the control of the organization may be performed by workers employed by the organization, workers of external providers (3.11) (contractors, sub-providers), individuals, agency workers, and by other persons to the extent the organization shares control over their work or work-related activities, according to the context of the organization.

[SOURCE: ISO 45001:2018, 3.3, modified — “direct or indirect” has been added to the definition and “sub-providers” has been added to Note 3 to entry.]

4 Understanding the organization and its context

4.1 Operating context

4.1.1 General

It is important that an organization has a clear understanding of the factors that can affect or influence its TRM programme objectives, including the external and internal context in which it operates.

The external context can include, but is not limited to:

- a) political, socio-economic, cultural, religious/ethical, legal or regulatory factors, whether international, national, regional or local;
- b) political violence (including terrorism, insurgency, politically motivated unrest and war);
- c) social unrest (including sectarian, communal and ethnic violence);
- d) violent and petty crime;
- e) the quality, availability and reliability of the modes of transport;
- f) the quality, availability and reliability of telecommunications;
- g) the state of industrial relations;
- h) the effectiveness of public and private security and emergency services;
- i) the responsibilities of other parties (e.g. clients) for the organization’s travellers;
- j) natural or geological factors;
- k) susceptibility to natural disasters;
- l) potential health hazards, including epidemics and pandemics;
- m) the quality of local health infrastructure and medical care;
- n) information/cyber security;
- o) the quality of hotel/accommodation;
- p) ground/road conditions.

The internal context can include, but is not limited to, the organization's:

- vision, mission, values and culture;
- governance, structure, roles responsibilities and accountabilities;
- strategy, objectives and policies;
- plans, standards, guidelines, regulations and instructions;
- risk management strategy and risk criteria;
- range and type of travel activities;
- capabilities, including traveller competences and profiles;
- resources, techniques and tools needed to manage organizational travel risk;
- data, information systems and information flows.

4.1.2 Industry/sector specific

The industry/sector in which an organization operates is another factor which can affect the risks faced by travellers. An organization should be aware of the relevant legislation, regulatory requirements, codes of practice, etc. which are relevant to their industry/sector in their country of origin and in other countries in which they operate. It should also take account of its duty of care, business resilience policies and arrangements and sustainability objectives, which can all have a positive effect on risk treatment considerations.

Organizations need to proactively monitor and review their identified, evolving and emerging risks. Their impact on the organization's TRM should be considered and any changes recorded and acted upon.

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4.1.3 Risk profile

An organization should have a clear understanding of its risk profile and the dynamic TRM landscape in which it operates or plans to operate. To do this, an organization should review TRM objectives in relation to:

- context of the organization;
- the operational sector of the organization;
- specific operations or assignments, or both;
- destinations;
- individual traveller profiles and objectives.

A risk profile can incorporate different risks which can be interdependent.

The risk profile for travel should be reviewed regularly and after any significant change in the internal and external operational context. Results should be made known through internal and external communications.

4.2 Stakeholders

The organization should determine the internal and external stakeholders that are relevant to TRM (see [Table 1](#)).

Depending on the size of the organization and its organizational travel needs, the TRM function can be combined with other functions. Certain functions can also be supported by specialist third-party providers.

Table 1 — Example of internal and external stakeholders

Internal stakeholders (including those for functions)		External stakeholders
— health and safety/environment, health and safety/occupational health and safety	— marketing and communications	— insurance providers
— corporate security/information security	— board of directors	— travel management companies
— data privacy	— procurement and sourcing	— TRM companies
— business continuity	— compliance	— appropriate government agencies
— crisis management	— operations	— regulators and emergency services
— incident management	— workers/students	— providers and sub-providers
— corporate social responsibility/sustainability	— insurance	— clients
— global travel/corporate travel	— finance	— travellers' designated emergency contact
— human resources/internal mobility/training	— audit	— travellers' dependants
— regional management	— legal	— local partners or communities
— risk management	— unions/workers council	
	— travel and mobility	
	— medical security	

4.3 Travelling population

Attention needs to be given to the traveller's profile in relation to destinations because factors such as race, competencies, nationality, cultural identity, gender, sexual orientation, religion, age, occupation, position, disability or medical history can all affect the risks associated with the travel. The risks can extend beyond safety and security and can also include medical and other needs.

An organization can have several different types of traveller, or group of travellers, all with varying duty of care requirements. The TRM team should liaise closely with the organization's human resources or legal department to develop a full understanding of the different types of travellers. These can include, among others:

- direct workers;
- other workers in the organization and its supply chain;
- interns and guests of the organization;
- families (and others that rely on the traveller for support, e.g. financial support) travelling with the primary traveller;
- students/pupils of universities/schools.

The pattern of travel should also be considered, for example:

- distinguishing short-term and long-term travellers (including expatriates);
- nationally based, remote workers;